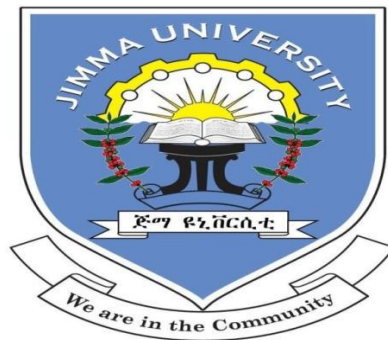*The Effect of Organizational Climate on Employee Engagement:* A study on Anbessa City Bus Service Enterprise, Ethiopia

A Thesis Submitted to the School of Graduate Studies of Jimma University in Partial Fulfilment of the Requirements for the Award of the Degree of Master of Business Administration (MBA)

BY:

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JIMMA, ETHIOPIA

The Effect of Organizational Climate on Employee Engagement: A study on Anbessa City Bus Service Enterprise, Ethiopia
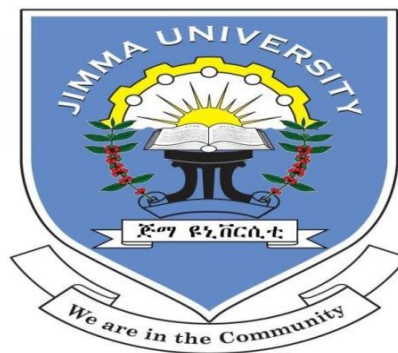
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JIMMA UNIVERSITY

MBA PROGRAM

JUNE, 2021

JIMMA, ETHIOPIA

CERTIFICATE

This is to certify that the thesis entitled "*The effect of organizational climate on employee engagement in Anbessa city bus service enterprise, Ethiopia*", Submitted to Jimma University for the award of the degree of Master of Business Administration (MBA) and is a record of valuable research work carried out by Miss Tehetina Demissie, under our guidance and supervision.

Therefore we hereby declare that no part of this thesis has been submitted too any other university or institution for the award of any degree or diploma.

Main Adviser's Name   *Date*   *Signature*

_____   _____   _____

Co-Advisor's Name   *Date*   *Signature*

_____   _____   _____

Declaration

I hereby declare that this thesis entitled *"The effect of organizational climate on employee engagement in Anbessa city bus service enterprise, Ethiopia"* has been carried out by me under the guidance and supervision of Mrs Aregu Asmare (Ass prof) and Mrs Tigist Waktole.

The thesis is original and has not been submitted for the award of any degree or diploma to any university or institutions.

Researcher's Name   Date   Signature

_____   _____   _____

Abstract

The aim of this study was to examine the relationship between organizational climate and employee engagement. The independent variable is organizational climate consist with six dimensions namely; Organizational structure, Individual responsibility, reward and recognition, Leadership, Conflict management and Communication while employee work engagement was treated as a dependent variable. Accordingly, six research hypotheses were developed to address the research objectives. Explanatory and descriptive research designs were adopted with mixed (Quantitative and Qualitative) approach to examine the relationship among the study variables. Primary data source was used to answer the research questions. It was collected through standard and adopted questionnaires. Stratified random sampling technique was applied to collect information from the sample respondents. Additionally purposive sampling was used for interview questions. 359 questionnaires were distributed to employees of ACBSE, out of which 342 (95.3%) were successfully filled in and returned. Hence, the data gathered were organized and analysed in a manner that enables to answer the basic research questions raised at the beginning of the study by SPSS version 26. Descriptive and Inferential statistics were applied. The beta coefficient of multiple regression and correlation result of the study shows that communication has positive moderate relationship with employee engagement. Furthermore, Individual responsibility, reward and recognition, conflict management, and communication have a positive strong relationship and significant effect on employee job engagement. On the other hand organizational structure and leadership have a positive weak relationship with employee engagement. Additionally they do not have significant effect on employee engagement in ACBSE. Building positive organizational climate is one of the best and simplest ways to get employees engaged. Therefore, Management of ACBSE should focus on organizational climate dimensions in order to enhance their employee's job engagement. Finally, longitudinal research design can be used by future researchers to examine the cause and effect relationship between different organizational climate dimensions (that are included and not included in this study) and employee engagement.

Key words; *Communication, Conflict management, employee engagement, individual responsibility and reward and recognition*

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ACRONYMS/ABBREVIATION

ACBSE: Anbessa City Bus Service Enterprise

EE: Employee Engagement

OC: Organizational Climate

SDT: Self-Determination Theory

SET: Social Exchange Theory

SPSS: Statistical Package for Social Science

CHAPTER ONE

INTRODUCTION

The aim of this chapter is to provide background information on the study. The remaining parts of the chapter are organized as follows. The first section of the chapter presents background for the study, section two presents background of the organization and then statement of problems comes in the third section. The fourth, fifth and sixth section sets out objectives of the research, hypothesis and significance of the study respectively. Finally, section seven and eight presents scope and limitation, and organization of the study respectively.

1.1 Background of the study

Organizational climate is one of the important concepts in the field of organizational behaviour. The organisational climate in a broad sense can be understood as the social setting of the organization and it can be considered as the element of a professional environment that has a strong influence on the action and performance of the employees working in workplace (Bhasin, 2020). It is also the collection of psychological climates, Individual perception about their work environment which are the perceptions of individuals about their work environments (Berberoglu, 2018). Good organisation climate leads to high employee commitment, job satisfaction, employee engagement, lower absenteeism, organisational citizenship. It also results in change of employee's behaviour and reduced employees turnover intentions to quit from organisations (Clement & Eketu, 2019).

Employee engagement is work related attitude which is the strength of mental and emotional connection employees feel towards the work they do, their teams, and their organization. Employee engagement is the quality that persuades people to align their own interests with their organizations(Cheese et al., 2007) . It is characterized by Vigor, dedication and absorption. Healthy work culture and communication practices, plus getting an opportunity to express their concern, to grow and to develop their potential can lead to the creation of engaged employees. Engagement requires the alignment of heart and mind(Cheese et al., 2007). In an organizational set up everyone is responsible for creating this engagement. According to Haugsnes, (2016) and Viitala et al., (2015) Employee engagement is very important to the success of an organisation and employee performance. Engagement is a

result of employees understanding about their organisation's goals and their role in helping the organisation reach those goals. When employees believe their goals align with the business strategy, they will have a great contribution in the outcome and become higher performers (Shuck & Reio, 2017).

Morris and Bloom, (2002), Schaufeli, (2016) and Albrecht et al. (2018) argued that employees working in organisations with suitable organisational climate are more likely to be satisfied and engaged so that Studying the relationship of organizational climate and employee engagement is important. Focusing on organizational climate is a strategy to enhance the productivity and performance of an employee; it is also a process to ensure the commitment and contribution of an employee for the accomplishment of organizational goals and values of the organization. Organizations must work to develop engagement of employees which encourages and motivates them to create positive behaviours which in turn will enable them to increase their performance (Jha & Kumar, 2016). Since engagement is perceived to promote employee performance and overall business growth, it is critical to organizational success (Yadav, 2015).

Researchers have noted the importance of both organizational climate and employee engagement, around the world in different time bases, and summarised that organisational climate have strong relationship with a high level of employees' well-being at work and work engagement (Chaudhary et al. 2014, Viitala et al. 2015; Clement & Eketu, 2019; Mejalli, 2020; Rožman & Štrukelj, 2020). Organizational climate also have positive and significant effect on job satisfaction and organizational commitment (Girma, 2015 and Bekele, 2014). On the other hand, Birhanu (2019)conducted a study on the factors affecting employee engagement, that indicates some of the dimensions of organizational climate dimensions affect employee engagement positively and significantly. This shows that studies linking organizational climate with employee engagement are lacking.

 As discussed above there is no as such wide range of studies regarding organizational climate effects on employee engagement in Ethiopian companies. The selected study area (ACBSE) is the first and dominant service giving enterprise in the sector of mass transportation. Even though the problem of transportation in the city cannot be solved only by this enterprise, it can highly contribute to reduce the problem. In order to improve overall organizational performance, there should be good organizational climate and engaged

employees who are satisfied and able to feel as a citizen of the company. In addition, preliminarily the researcher had observed that there is turnover of employees in the enterprise. So that, this study is conducted on the effect of organizational climate on employee engagement in ACBSE to further encourage its significance on the overall performance of mass transportation service sector in Ethiopia. Without such studies it is impossible to understand how organizational climate affects employee engagement and put a company or an organization for productivity, profitability and overall performance.

To sum up, fewer studies were conducted in Ethiopia related to the topic. Knowledge gap is evidenced by lacking researches regarding the effect of organizational climate on employee engagement in our country mainly on public mass transportation service area. Therefore, this research aspires to fill those gaps by being one of the investigations in the area and to serve as a reference for other anticipated studies to be done in the future. Additionally, this can be an initiative to encourage researchers to devote for similar undertakings to support organizational success in every sector in the country which in turn contributes for the development effort underway.

1.2 Background of the organization

Anbessa City Bus Service Enterprise is a state-owned public transport operator headquartered in Addis Ababa, Ethiopia. "Anbessa" is the Amharic word for "Lion". It was established in 1935EC under the office called the ministry of work and communication using vehicles and garage materials, which were the properties of the then Italian colonial government. Between 1935 and 1943 EC, the company, named public transportation, had fleet of ten green and yellow 'Trenta Quatro' vehicles playing a total of five route lines. The total number of staffs in the company including foreigners at the time was 120 (40 Italian drivers and mechanics, and 80 Ethiopian trainees). In 1944, Ethiopian vehicle service office re-established the company as a share company and renamed it as 'Anbessa. The major shareholders were government, churches, merchants and royal families of emperor Haile-Selassie I. Then Anbessa expanded its services to the city and provinces with 35route lines and 175 vehicles. This continued until it was nationalized in 1966, when Derg assumed power. From 1967-1986, when public transportation corporation was established, Anbessa strengthened and expanded its services and increased its number of route lines to 42 and vehicles to 205. In 1986, following 'proclamation No. 187/1986', with a total capital of14 million birr the

company was renamed as Anbessa city bus service. The enterprise has grown by acquiring more buses to meet the increasing demand for transportation. Although Anbessa operates broadly in Addis Ababa but it also operates in special zones of Oromia Regional State including Jimma. (Source; ACBSE Pamphlet, 2013, and Benefits and documentation service case team office, 2021).

The enterprise mainly offers three types of public transport services. The first one is Regular scheduled service which is given by the enterprise to the commuters based on time table with 125 fixed routes. Currently the services are operated in four depots (Head office, Yeka, Shegole, Mekanissa). The second one is Premium Service which is given by the enterprise based on the distance covered and agreement with the user, to government or nongovernment organizations, schools and other institutions, a head of time. The third one is Special service which is given when special occasion occurs like mourning, meeting and festivity based on kilometre and duration of service. Additionally Maintenance Service is given in its well-equipped workshop by technicians who are equipped with the necessary skill and competency for internal and external maintenance service. Enterprise currently transports more than half a million commuters daily for a relatively cheap price, supported by government subsidy. The enterprise known by its motto ''Where ever you go, we are there'', currently has 4905 total number of employees including 489 mechanics. (Source; ACBSE website, 2020)

1.3. Statement of the problem

The radical transformation of the world to globalization has made available several opportunities to employees. In today's world of business, No matter how strategic a company is, it fails when little emphasis for the major asset-people of the company is given. People are highly linked with emotion and intelligence. The success and growth of an organization requires a good set of human capital (Permarupan et al., 2013). Most of the time primary focus is given by business leaders on increasing productivity, output, or innovation, but best approach is looking broadly at all of the factors that increase productivity, and that increase the value of labour outputs and innovation. One of the factors that contribute to productivity and better performance is employee engagement, it is a means to productivity and output (Verma, 2015).

In different countries of the world, studies were conducted related to the effect of organizational climate on employee's work engagement. Castro and Martins (2010) stated that an organizational climate is highly challenged by the increasing number of changes impacting organizations today. If these changes are not managed appropriately by the organization, they could result a change in the behaviour and perception of individuals employed in the organization. Schneider et al, (2013) noted that organizational climate is an integrating and integral conceptual force in the larger world of organizational psychology and organizational behaviour. Organizational climate is having direct effect on employee's engagement, since it plays such a critical role in organizations and influences employees perceptions, which impacts on their behaviour's (Ahmad et al., 2010). In addition to favourable organizational climate, Employees engagement is a crucial issue in today's changing world and the level of employee engagement is influenced by number of factors. Cleland et al, (2008) noted that there is an escalating awareness that workers engagement is crucial to successful business performance where engaged staffs are the strength (backbone) of good working atmosphere where individuals are accountable, ethical and industrious. There are still many organizations unaware of organizational climate and employee engagement as these disciplines are started being studied recently and they are contemporary organizational behaviour concepts. Therefore this study will bridge the gap in knowledge.

As stated by Lowe, (2012) improved employee engagement is a by-product of leaders who have a direct relationship with employees, But the finding of Ruhiri, (2017) indicate that effective leadership had no positive coefficient and significant effect. In line with the statement of Lowe, (2012), studies such as Schrita & Hammoud, (2017); Mejalli, (2020) and Rožman & Štrukelj, (2020) also indicated that the bond between leaders and employees an essential element for engaging employees, which in turn increased organizational performance and profitability. They concluded that leadership has significant effect on employee engagement. This shows that there is contradiction of findings, so that this study will contribute to the academic and professional efforts to clarify such ambiguity in the field.

Many organisations ignore organisational climate, therefore, employees' work engagement and effectiveness might be very low (Rožman & Štrukelj, 2020). As far as the practice of employee engagement in Ethiopia is concerned, the subject is not adequately explored that any organizational professionals should give attention. There is no wider study on area of the relationship between organizational climate and employee engagement practice in Ethiopia.

Even though job satisfaction, organizational commitment and employee engagement are categorised under employees work related attitude, less attention was given to employee engagement regarding its relationship with organizational climate. For example, Girma, (2015) and Bekele (2014), studied about organizational climate effect on job satisfaction and organizational commitment respectively. The result of both studies shows that organizational climate has a positive significant effect on employees' job satisfaction and organizational commitment. The examination of the relationship between organizational climate and employee engagement in this study is full-fledged seeing the dimensions of organizational climate and employee engagement at the same time.

Most of the research findings were examined with in different organizational institutions such as; educational institutions (Ruhiri, 2017, and Jyoti, 2016), health sector (Berberoglu, 2018 and Girma, 2015), banking sector (Arya & Sainy, 2017, Clement & Eketu, 2019 and Demissie, 2019) and manufacturing and business companies (Okoya, 2013; Chaudhary et al., 2014 and Madhukar & Sharma, 2017). But organizational climate of these institutions are quite different from organizational climates in other areas of organization (Reynolds, 2006). As a result studying the relationship between organizational climate and employee engagement in these institutions will not be very enlightening for other organization. Thus, to the best knowledge of the researcher, there is lack of study conducted on city wide public transport enterprises such as ACBSE. Hence, the purpose of this study was to investigate relationship between the different organizational climate dimensions with employee's engagement. Therefore, this study is conducted by considering its contribution to add new knowledge in the area, for its relevance to clarify contradicting findings and other mentioned gaps.

Research questions:

1. What is the effect of organizational structure on employee job engagement?
2. What is the effect of individual responsibility on employee job engagement?
3. What is the effect of rewards and recognition on employee job engagement?
4. What is the effect of leadership on employee job engagement?
5. What is the effect of conflict management on employee job engagement?
6. What is the effect of communication on employee job engagement?

7. Which type of selected organizational climate dimension has the most significant effect on employee job engagement?

1.4. Objectives of the study

1.4.1. General Objective

The objective of the study was to examine the effect of organizational climate on employee job engagement in Anbessa city bus service enterprise, Addis Ababa, Ethiopia.

1.4.2. Specific Objectives

➢ To examine the effect of organizational structure on employee job engagement.
➢ To investigate the effect of individual responsibility on employee job engagement.
➢ To examine the effect of reward and recognition, on employee job engagement.
➢ To examine the effect of leadership on employee job engagement.
➢ To examine the effect of conflict management on employee job engagement.
➢ To investigate the effect of communication on employee job engagement.

1.5. Significance of the Study

Organizational climate play a vigorous role in manipulating the work engagement of employees' in organizations. Recognizing, measuring, and enhancing organizational Climate for organization is significant because it establishes the tendency for better performance in the organization. Therefore, this study enables ACBSE to identify what the existing organizational climate of their employees seems. Areas of improvement can be identified that allow creating a positive and integral work environment. It provides possible recommendation to the enterprise in effort it would make to take action to enhance its employee's engagement with an accurate picture of their employees' perception. It enables the enterprise to create an action plan with specific solutions. It further helps the enterprise to solicit and know employee opinions on a variety of issues related to organizational climate. The study provides a foundation for organizational leaders currently implementing some of the strategies identified but may lack strategies which can improve employee engagement. Moreover, it will serve as a stepping stone for those who are interested to conduct advanced research works in the filed under consideration. Obviously, it also helps to enhance the researcher knowledge in research practices and in the contemporary employee engagement in

organizations especially in public bus transportation area. Finally, the study supports the researcher as a partial fulfilment of Master's Degree in MBA program.

1.6. Scope of the Study

The study was limited to the specific company ACBSE, which is found in Addis Ababa city. This study includes all workers of the enterprise. The intention of this study was to brief the human side of the organization to know the climate prevailing in the organization and its effect on employee engagement. The study used six dimensions of organizational climate namely; organizational structure, individual responsibility, reward and recognition, leadership, conflict management and communication as independent variables, and employee engagement as dependent variable. The research methodology used to determine the sample size was stratified random sampling with mixed approach (quantitative supported by qualitative approach). Data was collected from respondents by using questionnaire and in-depth interview. Lastly the study was analysed by using descriptive and inferential statistical techniques.

1.7. Limitation of the Study

The study has faced the following limitations:
- The target population in this study was permanent employees of ACBSE and generalization of the thesis could not be made to the contract or temporary employees of the enterprise. As a result limited conclusions and generalizations were made.
- The research was limited on the six organizational climate dimensions (independent variables), organizational structure, individual responsibility, reward and recognition, leadership, conflict management and communication, but there would be other dimensions of organizational, climate, such as, risk and risk taking, team spirit, and warmth and support, that can affect engagement of employees.
- The study was cross sectional in time, the data was collected only one time, which is another limitation of the study. Moreover, the data was collected by using questionnaire and in-depth interview but the data can also be collected through observation.

1.8. Organization of the thesis

This study is organized by five chapters. The first chapter introduces the study by containing background of the study, statement of the study, objectives, and hypotheses, significance, scope and limitation of the study. The second chapter deals about review of related literature including theoretical review and empirical review as well as conceptual model of the study. The third chapter, research design and methodology includes Research design/ approach, source of data, sampling design, data analysis techniques and model specification and description of the study variables. Chapter four shows results and discussions of the study while the last chapter holds conclusions and recommendations as well as future research direction.

CHAPTER TWO

2. REVIEW OF RELATED LITERATURE

Introduction

This chapter serves as the foundation for the development of the study. It discussed the relevant literatures related to the relationship between organizational climate and employee engagement. It specifically focuses on review of theoretical concepts and review of empirical studies on the subject. The independent variable organizational climate includes organizational structure, individual responsibility, rewards and recognition, leadership, conflict management and communication, and the dependent variable is employee engagement. This chapter also provides the conceptual framework that shows the relationship between the dependent and independent variables of the study.

2.1. Theoretical framework

2.1.1 Organizational climate Concepts

Gray, (2007) and Castro,(2008) stated that the term climate is most commonly associated with the study of meteorology and more specifically aims to observe, describe and measure the various physical characteristics of the atmosphere such as rainfall, temperature, changes in season and so on .When the term climate is transplanted into the context of the organization, it becomes more complex because it is not so easy to observe and measure and is constantly changing and as such is not necessarily enduring.

Organizational climate is a concept that was introduced in the year 1940s and has been able to describe the patterns that have an impact on human behaviour as well as workplace behaviour. It indicates the fulfilment of individuals' beliefs and expectations. Employee behaviour in organizations is a result of their personal characteristics as well as the environment in which they perform (Bhasin, 2020).Organizational climate is the aggregate of psychological climates, which are the perceptions of individuals about their work environments (Berberoglu, 2018) . According to Admin (2014), Organizational climate is about the perception and feeling of each regarding the culture of a particular organization. The climate of an organization changes repeatedly with the direct guidance of top management within the organization.

The organizational climate is a concept "perceived" by workers, which can vary significantly from worker to worker. The organizational climate affects productivity, motivation and employee behaviour (Veyrat, 2016). Study on organizational climate emerges in organizations through a social information process that concerns the meaning employees attach to the policies, practices, and procedures they expertise and also the behaviours they observe being rewarded, supported, and expected (Schneider et al., 2012). As stated by Das, (2019)organizational climate, which is sometimes called corporate climate, is a set of properties of the work environment, perceived directly or indirectly by the workers, which is assumed to be a major power in influencing employee behaviour.

A positive organisational climate is one of the most basic dimensions of organisational environment, which directly have relationship with the behaviour of employees. Employee behaviour can be affected by different organisational features and social relationships, which form work environment of employees in organization (Berberoglu, 2018). Organisation's profitability will increase in good organisational climate and this makes the sustainability of the organisation solid. According to Maamari & Majdalani (2017), a positive organisational climate improves the organisation's efficiency and reduces the costs of turnover. A positive organisational climate affects financial results such as revenue growth, profits and return on sales, positively. On the other hand when organisational climate is not nurtured properly it leads to negative effects. High labour turnover, absenteeism and frequent occurrence of accidents in the work environment are some of the negative effects (Chaudhary et al., 2014). Thus, the retention of the human resource is important as it would make an organisation to grow, survive and compete with others in the business environment (Ongori & Bosire, 2019).

2.1.2 Organizational climate and organizational culture

Even though this study is intended to examine organizational climate's effect on employee job engagement, it is important to clarify the difference between organizational climate and organizational culture because these two terms are often used interchangeably. Schneider et al., (2012), refer organizational climate and organizational culture as "siblings." According to (Mullins, 2010), organizational culture is defined as how things are done in a certain organization, and organizational climate is defined as how it feels to work in a certain organization. Organizational climate creates work environment in which the employee feels satisfied or dissatisfied. Admin (2014) differentiated them as culture is about the norms,

values and behaviour adopted by the employees within the organization while the climate is about the atmosphere of the organization that is created based on the culture. It is influenced by and shapes organizational culture. Organizational climate represents the perception of employees with regard to policies, practices and procedures of the organization while organizational culture represents the shared norms and values guiding employee interactions (Patterson et al., 2005). Organizational climate focuses on comparisons between different social settings and organizational culture focuses on the unique aspects of a particular social setting (Fey and Beamish, 2001). Another difference between organizational climate and organizational culture is that the first one's emphasis is on employee perceptions and aspects of the observable practices and procedures of the organization, while organizational culture's emphasis is on the values and assumptions underlying the practice and procedures of the organization. Organizational climate is defined as the recurring patterns of attitudes, feelings and behaviour characterising life in the organisation is easy to change so that relatively it. On the other hand organizational culture is generally deep and stable and also difficult to change (Cotton, 2004).

2.1.3 Stages of climate

Climate basically exists at three different stages (psychological, group and organizational).

A. Psychological climate: The individual has a perception of the climate that exists within the company, a climate that is considered as an individual attribute (Mill, 2016).

B. Group climate: To the extent that this is shared by the other employees in his or her department, a group climate is formed. The psychological climate of each group member influences the group's climate perceptions to the extent of consensus (Mill, 2016).

C. Organizational climate: climate is an attribute of the organization because it is the result of a manipulation of organizational conditions. Organizational members perceive the climate created which in turn affects their motivation and behaviour. where there exists a collective perception with in the property, an organizational climate can be described, one that is generally agreed on to be descriptive of the operation as a whole (Mill, 2016).

Organizational climate is used to describe climate differences between organizations, but it should be borne in mind that various sub climates may exist in one organization as a result of the different practices and procedures relevant to the group's situation. Psychological, group

and organizational climates can exist simultaneously at the same time and have an integrated impact on expectancies. The extent to which group and organizational climate interact with psychological climate to jointly influence expectancies and instrumentalities depends on the degree of consensus. When the consensus increases, the predictive power of the climate factors will be increased. Psychological climate will be solely used for predictive purposes in the absence of group and organizational climate. As the climate consensus increases in the organization from psychological to situations in which group and organizational climate are present, the accuracy of predicting job behaviours should be increased (Chaudhary et al., 2014).

2.1.4 Elements of organizational climate

The organizational climate is a set of attitudes that the members and management of an organization have. These can affect decision-making of management and satisfaction of members in the organization. It contains the following elements. All organizational climates should have a positive attitude toward diversity without discrimination of people based on race, religion or gender. Organizational climates are either centralized or decentralized. Centralized organizations give certain members of organization power over others while decentralized organizations places workers to have more responsibilities than centralized organizations. This enables employees or workers mainly to decide on actions they will take, not the superiors. In addition, the climate can have a formalized structure, which have standardized rules on how employees perform activities in the organization, or less formalized structure, which give members of the organization more freedom to engage in bringing alternative solutions to problems. In organizational climate the level of social interaction and relation influences the innovativeness and cooperation of the climate. Teamwork-oriented climates are more supportive (Das, 2019).

The other element is integration which indicates the extent of subdivisions in the organization working together. Highly integrated organizations give more opportunities for the members to work together. There will be sharing of information and learning from each other by identifying potential problems and solving them that other members miss. Organizations differ from one another in the extent to which the members feel like they have freedom. When there is high degree of stress in an organization, members experience burnout and the rate of turnover of members increases due to low satisfaction with the organization. Workers experience burnout when they feel stressed both emotionally and with their work (Das, 2019).

2.1.5 Characteristics of organizational climate

Organizational climate is the general expression or the perception of the individuals about their organization as it depicts their thoughts and impression about the internal environment of the company. It is the organizational climate that gives the organization a distinct or unique identity. It is also considered as a multi-dimensional concept where its numerous dimensions include the degree of conflict, leadership style, authority structure and autonomous nature. The other crucial characteristic of organizational climate is that it is considered a qualitative or intangible concept as it is quite challenging to explain its components. Enduring quality is among the characteristics of organizational climate that is built over a certain period within internal environment of the company and experienced by its employee (Bhasin, 2020).

2.1.6 Employee engagement Concepts

"Employee engagement is the harnessing of organization members' selves to their work roles; in engagement, people employ and express themselves physically, cognitively, and emotionally during role performances" (Kahn, 1990, p.694). The foundational research of Kahn, (1990) described engagement as a state arising from the experience of self in role requiring meaning, safety and psychological availability. Employee engagement describes the extent that an employee believes in the purpose and objectives of an organization and shows that commitment through their actions as an employee and towards the members of the organization. Employee engagement is a step above satisfaction and motivation, Commitment and Advocacy, Which is a progressive combination, resulting from employees' movement up on the engagement pyramid (Macey & Schneider, 2008).

Similar to Kahn's definition, Maslach et al., (2001, p.417) also refer to engagement as a psychological and emotional state, a 'persistent, positive affective-motivational state of fulfilment' and Hallberg and Schaufeli (2006) define it as 'being charged with energy and fully dedicated to one's work'. Rothbard (2001) supports and expands Kahn's definition to suggest that engagement also reflects being absorbed and intensely focused in one's work. This is consistent with Schaufeli et al., (2002) definition which reports vigour, dedication and absorption as being the core dimensions of engagement.

According to Schaufeli et al., (2002), Engagement refers to 'a positive, fulfilling, work related state of mind that is characterised by Vigor, dedication, and absorption'. Vigor refers to

employees, who are energetic and hard workers, the willingness to spend their effort in one's work, and persistent to face of challenges. Dedication is a sense of significance, enthusiasm, inspiration, pride, and highly involved. Absorption consists of being fully focused and happily engrossed in one's work that time passes quickly and one has difficulty to separate oneself from work Cascio, (2010) and Schaufeli (2016).

Robertson and Markwick, (2009) defined employee engagement based on company definitions, Academic definitions and, consultancy and research institute definitions. They finally found that all sources define engagement to some degree by its outcomes and something given by the employee which can benefit the organisation. They summarized that when employees are engaged they feel sense of attachment with their organization and invest themselves in the organization as a whole, not only in their role.

2.1.7 Types of Employees engagement

According to Gallup (2006), there are three types of employees with regard to their level of engagement, the engaged, not- engaged and actively disengaged employees. Engaged employees are passionate about their work and feel a deep connection to their organization. Not-Engaged employees are sleepwalking through their workday; they are present on their work as per the schedule. But they are not filled with energy or passion towards their work. Actively Disengaged employees aren't just unhappy at work; they're busy showing out their unhappiness. These employees further undermine what their engaged co-workers accomplish.

Cognitive Engagement: Casimiro, (2016) argued that cognitive engagement draws on the idea of investment; it encompasses thoughtfulness and willingness to exercise the effort paramount needed or necessary to comprehend complex ideas and master difficult skills. It is the extent of how employees make meaning of the material presented to them and how they also use self-regulating strategies to master their task. Shuck., et al, (2013) noted that employee engagement involves a service which covers psychological state, cognitive state, affective state and the behavioural state which shows the workers' intention or willingness to act. Cognitive engagement is related to mental process of judgement, memory, perception and reasoning which influences the very employee act or reacts in organisation.

Affective Engagement: encompasses the broadening and investments of the emotional resources employee have within their influence. Employees invest their personal resources

(Trust and Knowledge) in the organisation when they are emotionally engaged with their activities or work. The level of affective engagement triggers or increases various employee behaviour and also impact on staff loyalty and retention. Furthermore, affective engagement involves interest, boredom, anxiety, happiness and other affective states which could possibly affects learner's involvement. Affective engagement comprises of both positive and negative reactions (Frank, et al, 2004). These feelings of positive emotions momentarily broaden an employee's resources and boost rigorous thinking processes often displayed during moments of engagement. In affective engagement process, the beliefs and feelings that an employee holds influence and direct outward energies toward the completion of tasks (Rich, et al, 2010). The investment of employee personal resources (pride, trust and knowledge) at the first glance may seem trivial. The positive emotions of pride and trust of employee originates from appraisal made about the environment during the cognitive stage. Workers who are affectively engaged feel a strong sense of belonging and identity with their organisation.

2.1.8. Theories of organizational climate

Organisation development theory and Social identity theory are taken in to consideration for this study. These theories are very critical to understand major elements of organizational climate. The organisation development theory specifically defines organisational climate as the mood or unique personality of an organisation. The theory further argues that organizational climate can be created, based on the attitudes and beliefs towards organizational practices. This theory sheds light on the characteristics of organisation climate such as leadership, openness of communication, participation management, role clarity and conflict resolutions, leader support and control (Ongori & Bosire, 2019).

According to social identity theory, the individual defines him or herself partly in terms of prominent group memberships. The theory defines identification as the perception of belongingness to a group, including experience of its successes and failures. Identification is associated with groups that are unique, respected, and aware of or in competition with other groups. The concept of identification, however, describes only the cognition of oneness, it induces the individual to engage in, and derive satisfaction from, activities congruent with the identity, to view him or herself as an exemplar of the group, and to reinforce factors conventionally associated with group formation (e.g., cohesion, interaction). This perspective, applied to several domains of organizational behaviour. This theory further

explains the concept self-consciousness of a person comes from the group to which the person belongs to. The theory also explains that an individual's performance is determined by the group the individual belongs to. Thus, the person might act in a different way within different social contexts according to the group he belongs to (Ashforth & Mael, 2016).

2.1.9. Theories of employee engagement

Self-Determination Theory (SDT) was first developed by (Deci & Ryan, 1985) which has been used in professional and academic research that relate to employee engagement. SDT is related healthy and effective human behaviour. SDT have connection with employee engagement and human behaviours the essence of work engagement. An employee's ability to control one's behaviour and goals derives the level of engagement. This indicates that the state of employee's behaviour is a key driver of motivation to prove behaviour at the personal and organizational level. Personal engagement and disengagement of employees or engagement level of employees affects the productivity of employees. When employees hide their identities, ideas, and feelings, they get disengaged as a result in work performance will be affected negatively. Higher levels of employee engagement can be acquired by implementing employee engagement strategies. This further enriches an organization by increasing customer satisfaction, organizational productivity and profitability, and lowers levels of employee burnouts and turnovers.

The other strong theoretical rationale for explaining employee engagement can be found in Social Exchange Theory (SET) (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 EE 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 behaviour at work and the organization plays the main role of engagement (Saks, 2006).

2.1.10 Organizational climate dimensions and employee engagement

A. Organizational Structure

The organizational structure is a base for of interpersonal relations between superiors and subordinates in an organization. It is useful to clarify responsibility of members in an organization, who is to whom and who is to direct whom. It can be either centralized or decentralized, and formalized or less formalized structure. In centralized or hierarchical structure of authority, the participation of employees in decision making is very less. On the other hand, in decentralized structure of authority, there is Participative decision making than centralized structure. Organizational structure is basic dimension of organizational climate that affect employee engagement (Girma, 2015 and Mejalli, 2020).

Ha1: Organizational structure has significant positive effect on employee engagement.

B. Individual responsibility

It means that if individuals are given enough authority, power and freedom, it will lighten the workload of higher executives and bring forth efficiency in operations. It implies the degree to which the job gives appropriate freedom, independence and discretion to the individual in scheduling the work and determining the procedures to be used in carrying it out. Studies indicate that individual responsibility has significant and positive effect on employee engagement (Girma, 2015; Li & Mahadevan, 2017 and Jyoti, 2013).

Ha2: Individual responsibility has significant positive effect on employee engagement.

C. Rewards and Recognition

People's perception on benefits they receive from their performance creates variation in their engagement level (Kahn 1990). According to Sake (2006), a sense of engagement can come from external rewards and recognition. Therefore, one might perceive that employees with greater amount of rewards and recognition for their role performances are more likely to be

engaged at work. To create an atmosphere of competition among employees for better performance and achievement there the presence of reward system that is directly related to performance and productivity plays a great role. Li & Mahadevan, (2017) and Bekele (2014), studies revealed a positive effect of rewards and recognition on employees engagement.

Ha3: Rewards and recognition has significant positive effect on employee engagement.

D. Leadership

Leadership affects the climate of an organization. It is the degree to which jobs encourage engagement and positive discretionary behaviour very much depends upon the ways in which job holders are led and managed. Leaders often have considerable freedom of deciding over how to design jobs, how to allocate work and how to delegate and provide autonomy. They can give employees or subordinates the opportunity to achieve and develop, and provide feedback that recognizes their contribution (Girma 2015; Alem, 2011 and Mejalli, 2020).

Ha4: Leadership has significant positive effect on employee engagement.

E. Conflict management

Intra-group and inter-group conflicts are an integral part of an organization, and the organizational climate to a higher degree is dependent upon how these are managed. In case the conflicts are handled the work environment effectually will show cooperation and harmony, and if not, then the workplace will show non-cooperation and distrust. Conflict management has significant positive effect on employee engagement according to the study of Madhukar & Sharma, (2017) and Arya & Sainy, (2017).

Ha5: Conflict management has significant positive effect on employee engagement.

F. Communication

Communication is the process by which employees come up and share information with each other to have mutual understanding. It is a mode by which messages are transmitted from one person to another. The communication system of the organization will also affect the organizational climate, the flow of information; its direction and its type are all important determinants. Proper communication system brings employees in a position where they can express their ideas, suggestions, and reactions; otherwise, employees will feel frustrated.

Communication has positive significant effect on employee engagement (Bekele, 2014; Girma, 2015 and Li & Mahadevan, 2017).

Ha6: communication has significant positive on employee job engagement.

2.2. Empirical Reviews

Putter,(2010), conducted a research aimed at investigating the relation between organizational climate and performance, and increasing the understanding on antecedents of organizational climate. The study was conducted in a large multinational company, active in the fast moving consumer goods market. Employee engagement was used to mediate the relation between organizational climate and profitability, sustainability & growth, productivity and EBIT margin. As the finding of the study shows there is a direct relation between organizational climate and company performance; organizational climate itself leads to better company performance rather than via employee engagement, hence it is found as employee engagement is a (positive) side effect of organizational climate. It has also found that the role of employee hierarchy is on the perception of organizational climate.

Okoya, (2013), investigated a study about organizational climate and performance. The study was conducted in Nigerian high growth SMEs. According to the study, the climate variables used; Autonomy, Involvement, Effort, Pressure to produce, Welfare, Goal clarity, Reflexivity Performance feedback and Supervisory support are the results identified as impacting performance. These organizational climate factors indicate positively significant relationship with performance variables quality and efficiency.

Kubendran, Naji, et al.,(2013), studied the organizational climate's impact on employee performance in SACL, India. The study was conducted with the aim of evaluating the perception of the respondents towards performance management and working conditions prevailing in the organisation. They used descriptive method research design and the sample size they used for their study was census sampling method with the study population of 158 respondents, workers of the organization. The finding shows that the perceptions of the respondents 67.5% towards working condition prevailing in the organisation are satisfied. On the other hand 67.8 percentages of respondents are satisfied with the performance management prevailed in the organisation. The study finally concluded that suitable working climate musters sincerity of the workers.

The study on impact of organizational climate on employee job commitment, job satisfaction and intention to leave (Jyoti, 2013), implies that Job satisfaction along with organizational climate plays a critical role to enhance employees commitment towards the organization. Teachers from four universities in North India were selected as respondents for the sample. The total number of respondents for the study was 820 teachers The result of the study indicates that organizational climate factors like administration, management policies, role clarity and team-spirit and Image of the institution regarding teaching and research capabilities influence job commitment but personnel treatment and rules do not affect an employee's commitment. All factors used to measure organizational climate towards job satisfaction were significant except the image of organization regarding teaching and research. The study also founded that the university teachers have very low intention to leave. This implies both job satisfaction and Organizational climate are predictive of intention to leave.

Sarbess, (2014) conducted a research to investigate the relationship between organizational climate and employee's organizational commitment in commercial bank of Ethiopia, specifically northern district of Addis Ababa. Cross-sectional survey was used by the study. Sample size of 200 employees was drawn from the total population of 1796 total population. The results of the study all climate dimensions used in this study namely; Trust, Support, Autonomy, Fairness, Reward, and Teamwork have significant positive relationship organizational commitment. Among the variables support has the highest contribution and team work has the lowest contribution for organizational commitment variability.

Chaudhary et al., (2014), studied organizational climate, climate strength and employee work engagement. The aim of the study was to explore the role of human resource development (HRD) climate quality and strength in determining work engagement. Sample size of the study was 375 employees from 28 different business organizations including both public and private manufacturing and service firms in India. Cross-sectional design and convenience sampling method were used. As the result of the study indicates there is significant association between shared employee perceptions (climate quality) and aggregate level work engagement.

Girma, (2015), studied organizational climate's effect on employee job satisfaction on central office of pharmaceuticals fund and supply agency- PFSA. From 500 permanent employees

222 employees were selected as a sample size. The study used quantitative approach with cross- sectional design. Descriptive and explanatory designs were used. Variables which were found significant and positive associated with job satisfaction were; Training & Development, trust, standard, commitment, physical comfort, clarity, work pressure, task orientation, autonomy, co-workers cohesion, responsibility, structure, communication, leadership. In contrary supervisors support was not significantly associated with job satisfaction.as the result of multiple regressions from fifteen dimensions used only four dimension namely; Training & Development, autonomy, task orientations and committee were founded as factors which affect employs job satisfactions significantly.

Fikadu, (2015), conducted a research on the relationship between organizational climate and employee's job satisfaction in the Ethiopian and revenues and customs authority. The study used cross-sectional study design and descriptive design. A stratified sampling and simple random sampling techniques were used by this research paper. From total population of 1,317 employees 307 samples were selected. According to the finding of the study there is positive and significant relationship between organizational climate and job satisfaction, as it implying positive correlation between the variables. The six dimensions require special attention of the organization comprising salary package, training and development, quality of services, work load, performance management and administrative styles were the dimensions below the minimum climate score one organization has to possess reflecting negative perception of the employees towards the organization. It concluded that Most of the research results revealed that, the Ethiopian Revenues and Customs Authority has poor organizational climate as perceived by its employees.

Linda W Karanja, (2016), conducted study on the effects of organizational climate on technological innovation and job satisfaction among employees in Kenya's public transport sector a case of pewin cabs limited. It used both qualitative and quantitative approach to the survey method research design. The total population of the study were 60 employees, comprising 35 managers, supervisors and junior level employees. Purposive and self-selection sampling were used in the study. The finding of the study indicates that majority of the employee's perceptions at Pewin Cabs towards organizational climate; the technological innovation was placed first, then this was followed by the career advancement; organizational structure came third and finally the method of communication and employee participation,

respectively. The study finally concluded that organizational climate is considered as one of the stimulating effects to generate new ideas.

Effective employee engagement in the workplace (Schrita & Hammoud, 2017), indicated that implementing successful employee engagement strategies is critical to organizational success. Organizations attract employees who are willing to be engaged, which leads to an increase in employee engagement that result in high profitability. This implies that the organization is less effective when employees lack motivation to do their jobs. If leaders incorporate giving Rewards and recognition, empowering employees, and building a bond between leaders and employees, in their leadership practice, they could create growth potential for the organization.

Arya & Sainy, (2017), studied the Impact of Organizational Climate on Employee Engagement in the Banking Sector with Special Reference to State Bank of India, Indore. 100 employees were samples of the study with the basis of convenient sampling. For analysis of data session it used Pie-chart and Percentage Analysis. Structure, Responsibility, Standards, Support, Commitment, Reward, Warmth and Risk and Conflict were used as dimension of organizational climate towards employee engagement. The study result revealed that there is a significant relationship between organizational climate and employee engagement.

Madhukar & Sharma, (2017), Conducted research on the influence of organizational climate on employee performance in manufacturing industry. The study was aimed to find out the relationship between the organizational climate and employee performance and to find out the influence of organizational climate on employee performance in manufacturing industry, Chennai. 423 samples were selected on the basis of using multi-stage random sampling method. Surveying method was used to collect data. They used about 12 dimensions of organizational climate as an independent variable. Among the given variables they found orientation, interpersonal relation, managing problems, managing conflict, reward management, risk taking, and management of change, influence the performance of employees. And the variables supervising, managing mistakes, communication, decision making, and trust doesn't impact the performance of employees. The finding shows that there is significant relationship between organizational climates with respect to performance of employees. There is also a positive relationship among variables.

N. Githinji & Gachunga, (2017), studied the influence of organizational climate on employee performance in state corporations in Kenya, a case of Kenya industrial estates limited. A descriptive research design was adopted. 172 samples employees were taken with census survey design technique in Kenya Industrial Estates. In addition instrument for data collection were Questionnaires. The study was cross sectional in time. The study identified that work life and job autonomy were positively correlated with employee performance. Moreover, they are critical factors of organizational climate.

Li & Mahadevan, (2017), examined a study on the impact of organizational climate on employee performance in Malaysian consultancy firm. Role clarity, communication, career and development, reward system, relationship, teamwork and support and direction were dimensions of the study independent variable to determine its impact on employee performance. Explanatory and descriptive research design with the method of cross sectional survey was used. The result of the study shows that all the dimensions of organisational climate used in study were found positively influencing employee performance. Role clarity is founded as the most significant factor and an efficient communication was its successor, strong team work and support, relationship, career development and good reward system were set respectively.

Berberoglu, (2018), studied the impact of organizational climate on organizational commitment and organizational performance through the empirical evidences from public hospitals. The aim of the study was to evaluate healthcare employees' perceptions of organizational climate in North Cyprus. Simple random sampling method was used to select employees from the total population number, 975 employees and selected 212 respondents. The study adopted a quantitative approach, utilizing a self-administered questionnaire. To test hypotheses of the study ANOVA and Linear Regression analyses were used. The finding indicates that organizational climate is highly correlated with organizational commitment and perceived organizational performance. The regression outcomes indicated that organizational climate has significant effect on organizational commitment and perceived organizational performance.

Ongori and Bosire, (2019), studied about organizational climate and its effects on employee performance, Turkana University College, Lodwar, Kenya. The main purpose of the study was a review to assess how organisation climate affects employee performance. The study

used management philosophy, Labour laws as an intervening variable between the independent variables Commitment, Loyalty, Innovation and creativity, Employees retention and team work, and the dependent variable employee performance. According to the study finding the positive aspect of organisational climate includes employee retention which would have long run effect on organization in addition organizational climate reduces job related stressors.

Clement & Eketu, (2019), studied about organizational climate and employee engagement in Nigeria banks. Reward, autonomy and recognition/encouragement were considered as the dimensions of organizational climate, while affective and cognitive engagements were the measures of employee engagement. 196 employees were derived as a sample size from the total employees of 384 and used systematic sampling technique. Organizational culture was taken as a moderating variable. The result revealed a positive correlation exists between the dimensions of organizational climate and the measure of employee engagement.

Mejalli, (2020), studied about organizational climate and employee engagement in health care based non-profit organization, United States. The study used quantitative design with a survey methodology. According to the study leadership style, organizational structure and motivational strategies are among the factors by which behaviour can be affected. The study observed that there is strong positive correlation between Employee Engagement and organizational climate. As the finding shows found Vigor had significant impact on organizational climate. Dedication and absorption were found as they had no statistically significant impact on organizational climate.

Demissie, (2019), conducted a study on the factors affecting employee engagement.in case of development Bank of Ethiopia. From the total population of 623 employees 244 samples were taken. The study used job characteristics, reward and recognition, perceived organization support, perceived supervision support, working environment and locus of contract as independent variables for the dependent variable employee engagement. The study accepted that all hypothesized variables have significant positive effect on employee engagement.

A study was conducted on organizational climate components and their impact on work engagement of employees in medium-sized organizations in Slovenia, EU (Rožman & Štrukelj, 2020). The study used a sample of 626 employees and for analysis session

exploratory factor analysis, a simple linear regression analysis and the CFA 6-factor solution for validity purposes. They argued that Organisational climate components (leadership, employee relation, employee commitment, and employee satisfaction and employee motivation) and their impact on employees work engagement are related significantly and positively. It concluded that successful organizations should release the importance of organizational climate components, which enhance job performance and work engagement.

2.3 Synthesis of Reviewed literature and Knowledge Gap

Although researchers have noted the importance of both organizational climate and employee engagement worldwide, studies linking organizational climate with employee engagement are lacking. Most of the studies focus on the relationship of a single predictor with outcome variable employee engagement, and organizational climate with performance and other employees work related attitudes rather than employee engagement. In addition most of the research findings were examined with in different organizational institutions such as; educational institutions, health sector, banking sector, manufacturing and business companies. But organizational climate and employee engagement of these institutions are very different from other areas of organizations. As a result, studying the relationship between organizational climate and employee engagement in these institutions will not be very enlightening in taking into account the nature of the relationship for over other organization. Therefore, this study sees the relationship of organizational climate and employee engagement in Anbessa City Bus Enterprise. To the best knowledge of the researcher, researches conducted in Ethiopia so far didn't see the relationship between organizational climate variables and the outcome variable Employee engagement. Thus, this paper addresses the gap observed from empirical studies related to the topic of this study.

2.4 Hypotheses

A formal statement of research employs hypotheses. These hypotheses are expectations about the outcome of the results (Creswell, 2009). Academicians and researchers have assessed the effect of organization climate on the employee work engagement of different organizations. Empirical evidences and results of previous studies show a mixed trend on the effect of organizational climate dimensions on the employee`s attitudes with statistically significant (negative/positive), weak and in some cases with insignificant or no impact. Thus, to find out

the relationship and effect of organizational climate on Employees engagement the following hypotheses were established depending on the objective of the study, theoretical and empirical literature review. To provide answers to the research questions the following hypotheses were tested in this research.

Ha1: Organizational structure has significant positive effect on employee engagement.

Ha2: Individual responsibility has significant positive effect on employee engagement.

Ha3: Rewards and recognition has significant positive effect on employee engagement.

Ha4: Leadership has significant positive effect on employee engagement.

Ha5: Conflict management has significant positive effect on employee engagement.

Ha6: communication has significant positive effect on employee engagement.

2.5 Conceptual Model

Based on the literature review, conceptual framework consists of independent and dependent variable as indicated in the figure. The independent variable organisational climate included its dimensions; Organizational structure, Individual Responsibility, Reward and Recognition, Leadership, Conflict management and Communication. On the side of dependent variable Employee Engagement was placed on the figure. To guide the study, the interrelationship between variables discussed above is presented in the conceptual framework model.

Figure 2.1: conceptual frame work
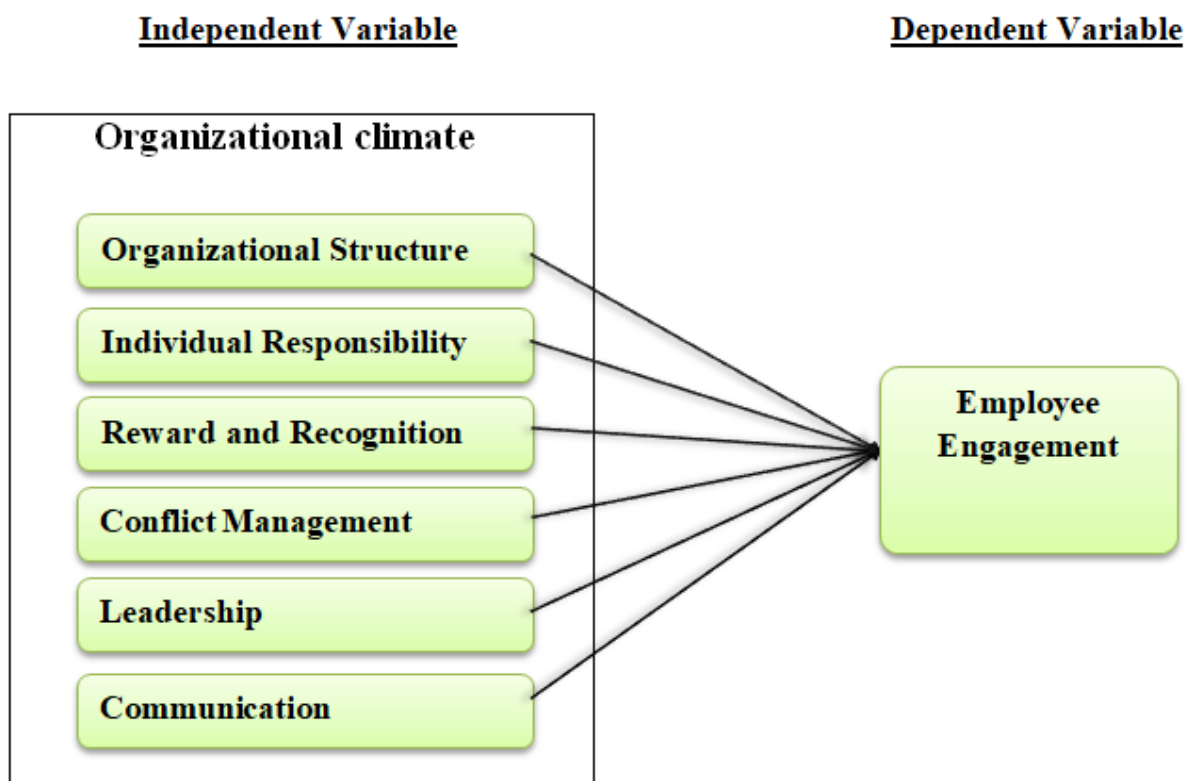
Source: Author's Representation from Literature review (2021)

CHAPTER THREE

3. RESEARCH DESIGN AND METHODOLOGY

Introduction

This section focuses on research design and methodology including; research design, source and type of data, population, sampling design, data collection method, method of data analysis, Model and assumption of the study, description of variables and Ethical consideration.

3.1. Research Design and Approach

This study was intended to examine the relationship between the independent variable organizational climate (organizational structure, individual responsibility, reward and recognition, leadership, conflict management and communication) and the dependent variable employee engagement. The study used descriptive and explanatory research designs to examine the effect of the organizational climate dimensions on employee engagement. Since the Purpose of this study is hypotheses testing, studies that involve hypotheses testing usually explain the nature of certain relationships; this research study was conducted to examine the relationship between the organizational climate and employee engagement of ACBSE in Ethiopia. Investigation and clarification of the nature of the causal relationship between these two variables was done through this method. Thus, the relationship between the working environment and employee's work engagement identified.

The General approach of the study was mixed; Quantitative supported by qualitative approach. The quantitative approach was used in this research by distributing questionnaire to a number of participants in order to gather the numerical data. Wyse & Susan, (2011) suggested that this method is more reliable to measure and establish the relationship among the variables by interpreting the collected data into related usable results which to be discussed in this research.

3.2. Source and type of data

The study used both primary and secondary data source. The reason of using the primary data is that the researcher has the choice to investigate via survey or questionnaire directly and indirectly, which is different from secondary data gathered from published or unpublished

materials. Thus primary data is more accurate and reliable (Imna & Hassan, 2015). Based on past findings, primary data provides satisfactory and adequate results for further investigations by adopting the proper strategy of research design and data collection for the specific problems. The sources of primary data for this study were questionnaire and in-depth interview. Survey research method was used for this study through the distribution of copies of closed questionnaire with 1-5 Likert Scale (1= Strongly Disagree and 5= Strongly Agree) to collect necessary information from respondents. Additionally in-depth interview was asked to the managers of each Depot. The source of Secondary data was ACBSE's benefits and documentation service case team office. Number of employees in the enterprise from each depot and data about the background of the enterprise were acquired from secondary data sources. The study was cross sectional in time and the unit of analysis in this research was individuals as the data was collected from the employees working in ACBSE.

3.3 Sampling Design

3.3.1Target Population

The general source of population for the study was ACBSE, Addis Ababa. From 4,905 total numbers of employees in the enterprise only 3,444 employees are permanent employees, the rest 1,461 employees are contract employees. These contract employees were excluded from this study because since they are not permanently recruited they do not have equal opportunity with permanent employees in the enterprise. For instance before they become permanent employees they will not get any promotion in the enterprise. As a result all permanent employees of the targeted Enterprise were included in the study by sample representatives. Because, it is believed that staff members' performance at each level has its own contribution for the overall success of companies. Therefore, the target population for the study from which the sample is drawn was all permanent staff members of Anbessa city bus service enterprise. The results of the study were generalized to this population.

Thus, out of the total target population for the study, the sampling frame for sample selection was employees of ACBSE placed at Head office, Yeka depot, Shegole Depot and mekanissa Depot.

Table .3.1 Target population

Name of depots In the enterprise	Total number of employees	Percentage
Head office	318	9.2%
Yeka Depot	1,414	41.06%
Shegole Depot	950	27.6%
Mekanissa Depot	762	22.13%
Total	3,444	100%

Source: Benefits and documentation service case team office, 2021

3.3.2 Sample Size

The sample size of the targeted population was calculated based on Yamane's formula (Yamane, 1967).

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

$$n = \frac{3,444}{1+3,444(0.05)^2} \qquad n= 359$$

Where

$n_=$ the simple size

$N_=$ the size of population

$e_=$ the error of 5% precision points

By using Yamane's formula of sample size with an error 5% and with confidence

coefficient of 95 %, the calculation from a population of 3,444 employees the estimated

sample size came up 359 employees.

3.3.3 Sampling Technique

According to Kothari (2004) a sample design is a plan for obtaining a sample from a given population and the technique or the procedure the researcher will adopt in selecting items for the sample. In this study probability sampling technique was used. For this research purpose stratified simple random sampling technique is employed to select a representative sample from the target population. The study grouped or stratified the population based on specific depots where employees belongs to. To take appropriate size simple random sampling has been used to determine the sample size from each stratum.

Once the sample size is determined the next step was determining the number of respondents that are going to be selected from each department. In order to do that a proportionate sampling technique was used. In this technique, the number of sampling unit was drawn from each depot in proportion to the population size of the depot. The following formula is used to compute samples from each depot.

$$nh = \frac{Nh}{N} * n$$

Where; **nh** is the sample size for department, **Nh** is the population size or department h, N is the total population size, and **n** is the total sample size.

Table.3.2 Sample size

Name of depots In the enterprise	Number of employees	Percentage (%) of sample size
Head office	33	9.19%
Yeka Depot	147	40.95%
Shegole Depot	99	27.58%
Mekanissa Depot	80	22.28%
Total	359	100%

Source: Calculated by researcher, 2021

3.4 Data collection procedures and instrument

The research instrument used in this study for data collection was Utrecht work engagement scale (UWES) which is designed to determine engagement based on assumption that it is positive work related state of fulfilment that is characterized by Vigor, Dedication and Absorption. It is composed of three scales each measuring one of these three constructs. The scale was available in long and short form (17 or 9 items). For this study purpose UWES-9 was selected because it has been shown to have good construct validity as well as the tool is suitable measure in studies of positive OB (Balducci et al., 2010). This study used 41 items for both dependent and independent variables to address its objectives. 9 items were for dependent variable employee engagement, whereas, the rest 32 items were for the dimensions of independent variable organizational climate. These 32 items were adapted from previous works conducted in the subject matter.

A questionnaire was selected as a method of data collection by considering the different schedule of respondents. Additionally it allowed respondents to complete them at their convenient time. The respondents were guided on how to respond to the questions and assured its confidentiality on the information collected. They were made to return the filled questionnaires within fifteen days. The data were measured using 5-point Likert scale ranging from 1=strongly disagree to 5=strongly agree with the sets of statements.

3.4.1 Validity of the study

In order to ensure the quality of the research design content and construct validity of the study was checked. Validity is essential to assess whether the matter of the measure is representative of the overall content of the concept being measured and how accurately the scale development process is followed. Questionnaires used for this study were standardized and extracted from previous studies in the subject matter where their content and construct validity were good. Moreover, the validity of the questionnaires was checked with the advisors, experts of the field and based on the test the relationship between the measure and the underlying trait is accurate.

3.4.2 Reliability test

It is indispensable to make sure whether variables measure what they stand for to measure. Internal consistency of the variables is measured by using reliability. One of the methods to estimate the reliability of the scores on a test or measurements is Cronbach's coefficients alpha method. Hence, Cronbach's coefficients alpha refers to the extent to which there is interrelatedness among the responses to the multiple items comprising in the Likert scale. Hence, as explored by Field, (2009), if Alpha Coefficients were above 0.70, consistency and suitability were considered high. Accordingly, the reliability measures of each of the major variables are presented in the following table to ease the process of the data analysis.

Table 3.3 Reliability Statistics

	Cronbach's Alpha	Number of items
Organizational Structure	.759	6
Individual Responsibility	.830	5
Reward and Recognition	.834	6
Leadership	.808	5
Conflict Management	.847	5
Communication	.850	5
Employee Job engagement	.843	9

Source; own survey (2021)

Thus, as shown in table 3.1 the reliability of the scores was evident by strong Cronbach's alpha coefficients for all variables, which used as independent and dependent variables of the study. The Cronbach's alpha ranged from 0.720 to 0.803, indicating that items are highly reliable to measure the variables they are expected to measure.

3.5 Data Analysis Techniques

After collecting the distributed questionnaires and organizing the data the next step was to analyse and interpret the data in an appropriate manner. The study used two types of statistical analysis to test the proposed hypotheses. Those are descriptive statistics and inferential statistics to check the relationship of independent variables with the dependent variable. Firstly, the descriptive statistics parts of the variables was analysed using means and standard deviation. Secondly, the inferential statistics, the most important part of the

variables was analysed which helps to identify and draw relationship between dependent and independent variables. Correlation analysis was used to find the direction and strength of the relationship between the variables of organizational climate and employee's engagement. And Regression analysis was used to look at the predictive ability of organizational climate on employee engagement. SPSS version 26 computer software program was used. First the responses of the participants were coded then, the coded data were fed to SPSS version 26 to analyse the findings. After exporting to SPSS, the raw data concerning the respondents' demographic and organizational climate variables were depicted.

3.6 Model Specification and Description of the study variables

The dependent variable of the study is employee engagement and the independent variable is Organizational climate consisting six dimensions named; organizational structure, individual responsibility, reward and responsibility, leadership, conflict management and communication.

Based on the developed conceptual relationship between selected independent and dependent variable mathematical Model of multiple regressions below was used to determine the quantitative relationship between the variables:

$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5 + \beta_6 X_6 + \epsilon$

Where;

Y = Dependent variable (Employee Engagement).

B_0 is the intercept or the constant which is the value of the dependent variable when all the independent variables are 0.

Є is the error term or natural variation in the model.

$\beta_1, \beta_2, \beta_3, \beta_4, \beta_5, \beta_6$, = Regression coefficients of the predictors which measure the change induced by X_i; i=1, 2, 3, 4, 5, 6 on Y.

X_1 = organizational structure

X_2 = individual responsibility

X_3 = Reward and Recognition

X_4 = leadership

X_5 = conflict management

X_6 = communication.

Before applying multiple linear regression models, different assumption tests were measured to ensure the appropriate use of data analysis. Those assumption tests included the normality test, linearity test, Multicollinearity tests and homoscedasticity.

3.7 Ethical Consideration

In this study, issues relating to the ethical conduct of research were sustained. Respondents were given full information on the purpose of the study to make informed decisions as to whether to participate or not. Furthermore, all information regarding the identity and personality of respondents were treated with highest confidentiality. In addition, all information collected was used only for the purpose of this study.

CHAPTER FOUR

RESULTS AND DISCUSSIONS

Introduction

The analysis and interpretation of this study, which examines the effect of organizational climate (organizational structure, individual responsibility, reward and recognition, leadership, conflict management and communication) on employee engagement, was done based on the data collected from employees of Anbessa city bus service enterprise. The data was collected through survey questionnaire and in-depth interview. The survey questionnaires were distributed to a randomly selected 359 employees. Fourteen respondents could not be returned and a total of returned 3 responses were excluded from analysis due to irrelevant information and not correctly filling the questionnaires. Thus, the study analysed the data on only 342 responses of employees, which resulted a sufficient percentage (95.3%) response rate. Hence, the data gathered were organized and analysed in a manner that enables to answer the basic research questions raised at the beginning of the study by statistical software program SPSS version 26.

4.1 Demographic characteristics of the respondents

This section presents demographic profile of the respondents. The demographic profile of respondents contains gender, educational level, service year in the enterprise and work place/ depot.

Gender

Table 4.1: Gender distribution

Gender of respondents	Frequency	Percent
Female	150	43.9
Male	192	56.1
Total	342	100.0

Source: Own Survey (2021)

Table 4.1 shows that out of 342 respondents of the study 43.9% (150) are female and 56.1% (192) are males. The result indicates that both female and male are well represented in the study. In addition, the implication tells us the enterprise has nearly even gender distribution.

Educational level

Table 4.2: Educational level distribution

Educational level	Frequency	Percent
Certificate	21	6.1
Diploma	175	51.2
Degree	133	38.9
Master's and above	13	3.8
Total	342	100.0

Source: Own Survey (2021)

In terms of educational level out of 342 respondents 6.1% (21) are Certificate holders, Diploma holders take 51% (175) of respondents, Degree holders also take 38.9%(133)of respondents And 3.8% (13) of the respondents are with educational level of master's and above. The finding reveals that from the total respondents of the study half of them were diploma holders. This implies respondents were generally literate and they could appropriately read and interpret the questionnaires. It can be inferred that respondents were knowledgeable enough to answer questions in the required manner.

Service year in the enterprise

Table 4.3: Service year distribution

Service Year in the enterprise	Frequency	Percent
<5 years	95	27.8
6-10 years	150	43.9
11-15 years	48	14.0
above 15 years	49	14.3
Total	342	100.0

Source: Own Survey (2021)

As the above table shows in terms of service year in the enterprise 27.8% (95) of respondents are less than 5 years, 43.9 % (150) of the respondents are between 6-9 service years, 14% (48) of respondents are between 11-15 service years in the enterprise. The rest 14.3% (49) of respondents has above 15 service years in the enterprise. Thus, the respondents had worked in the enterprise for a relatively long period of time. Hence, they were knowledgeable to understand questions' intention and to give accurate information.

Work place/ Depot

Table 4.4: Work place/ depot distribution

Work place	Frequency	Percent
Head office	31	9.1
Yeka Depot	139	40.6
Shegole Depot	96	28.1
Mekannisa Depot	76	22.2
Total	342	100.0

Source: Own Survey (2021)

Table 4.4 shows the work place distribution of respondents. 9.1% (31) of respondents are working at Head office, 40.6% (139) of the respondents are working in Yeka depot, 28.1% (96) respondents are working in Shegole depot, and 22.2% (76) of respondents are working in Mekannisa depot. This indicates all depots of ACBSE were represented in the study proportionally and including all branches. Thus, it increases the accuracy of generalizability to the targeted population of the study.

4.2 Descriptive Statistics for Organizational climate and Employee engagement

This section of the study explains the descriptive statistics calculated on the basis of the variables included in study questionnaires. The table below shows mean and standard deviation for the organizational climate dimensions; organizational structure, individual responsibility, reward and recognition, leadership, conflict management and communication, as well as employee engagement. The measures of central tendency and dispersion results were obtained from the sample respondents. Mean score range for five-scale Likert's response, Mean response from 1.00 up to 1.80 indicates that the response is 'Strongly disagree', from 1.81 up to 2.60 indicates the response 'Disagree', from 2.61 up to 3.40 indicates that the response is 'neutral', mean score range from 3.41 to 4.20 indicates response 'Agree' and finally range from 4.21 up to 5.00 indicates 'strongly agree' (Al-Sayaad et al., 2006).

Table 4.5: Organizational Structure descriptive statistics result

Organizational Structure	N	Mean	Std. Deviation
I have clear understanding of ACBSE's vision, mission, Values and objectives.	342	2.56	1.073
I feel that ACBSE cares about its employees.	342	3.29	.95
My opinions are asked on issues that affect me and my job.	342	3.26	1.005
It is sometimes unclear who has the formal authority to make a decision.	342	3.66	.907
I feel that my work is valued by ACBSE.	342	3.47	1.041
The jobs in the organization are clearly defined and logically structured.	342	3.42	1.032
Valid N (listwise)	342		

Source; own survey (2021)

As stated on the above table 4.5, on average respondents disagreed on the item that they have clear understanding of ACBSE's vision, mission, values and objectives. On average respondents are neutral in their agreement on the item that feel that ACBSE cares about its

employees and their opinions are asked on issues that affect me and my job (M=3.26). It is sometimes unclear who has the formal authority to make a decision (M= 3.66), and respondents with mean value of 3.47 and standard deviation of 1.041 feel that their work is valued by ACBSE. Finally, the jobs in the organization are clearly defined and logically structured (M=3.42). This indicates that respondents are not similar in their agreement for the items under organizational structure. The items with lower standard deviation indicate that the data are clustered around the mean. The standard deviation which is greater than one indicates that the data are more spread out from the mean value. From this result one can understand that the organizational structure of the enterprise is not clearly communicated to the employees. At least the basic or core values, vision and mission of are not clear for all of the respondents. It has an implication on the need to examine and review the structure of organization.

Table 4.6: Individual responsibility descriptive statistics result

Individual responsibility	N	Mean	Std. Deviation
I know exactly what I'm expected to do.	342	3.57	.968
I take accountability and ownership of results.	342	3.70	1.02229
I have involved in all decision making processes conducted in my responsibility areas and organizational wise.	342	3.87	.87957
The quantity of work that is expected of me is reasonable.	342	3.52	1.04922
There is much autonomy in my job.	342	3.49	1.10325
Valid N (listwise)	342		

Source; own survey (2021)

The above table 4.6 shows individual responsibility items with their mean and standard deviation value. The first statement 'I know exactly what I'm expected to do' has mean value of 3.57 with standard deviation of 0.968, and M=3.70 and SD=1.02229 for the item I take accountability and ownership of results. Mean value of 3.87 with standard deviation 0.88 respondents agreed on the statement I have involved in all decision making processes conducted in my responsibility areas and organizational wise. The quantity of work that is

expected of me is reasonable (M=3.52 and SD=1.04922). There is much autonomy in my job (M=3.49 and SD=1.10325). The result indicates that most respondents agreed on the items presented to assess individual responsibility. As the finding revealed two items have standard deviation less than one that indicates the data are clustered around the mean. It has an implication on the existence of individual responsibility; to make decisions, to do jobs that are expected of them on time without any interference. This means there is much autonomy given for employees with respect to their work responsibility.

Table 4.7: Reward and recognition descriptive statistics result

Reward and recognition	N	Mean	Std. Deviation
The benefits offered at our organization are satisfactory.	342	3.90	.85
In this organization there is a fair reward and recognition procedures.	342	3.87	.888
Employees are rewarded in proportion to the excellence of their job performance.	342	3.44	1.136
My supervisor knows what my strengths are and tells me.	342	3.67	.937
There is some form of public recognition (e.g. employee of the month/year).	342	3.20	1.052
When employees do something well, the supervisor praises them.	342	3.097	1.0099
Valid N (listwise)	342		

Source; own survey (2021)

The above table 4.7 indicates that respondents were asked about reward and recognition. Respondents were agreed with first four items from the total six items provided to assess reward and recognition. The items were; the benefits offered at our organization are satisfactory (M=3.90) and in this organization there is a fair reward and recognition procedures (M=3.87). Employees are rewarded in proportion to the excellence of their job performance (M=3.44). My supervisor knows what my strengths are and tells me (M=3.67). Majority Responses were neutral in their agreement on the last two items. There is some form of public recognition (e.g. employee of the month/year) (M=3.20 and SD=1.052). And, when employees do something well the supervisor praises them (M=3.097 and SD=1.0099).

On average respondents were agreed up on the items of reward and recognition. This implies that the organization has good reward and recognition practice. Thus, appropriate reward end recognition is important and plays its own role in the engagement employee whereas its lack can lead to employees' burnout (Maslach et al., 2001; Kahn, 1990).

Table 4.8: Leadership descriptive statistics result

Leadership	N	Mean	Std. Deviation
My immediate leader sees and positively responses to issues I raise to him/ her.	342	3.04	1.041
The management style of my immediate leader is generally participative.	342	2.97	1.035
My immediate leader is approachable and easy to talk to.	342	3.82	.93
My immediate leader shows me how my work is important to ACBSE.	342	3.39	.959
My immediate leader is knowledgeable and handles well his/her work.	342	3.66	.89
Valid N (listwise)	342		

Source; own survey (2021)

The above table shows respondents response on the given statements about leadership. My immediate leader is approachable and easy to talk to (M= 3.82 and SD=0.93). My immediate leader is knowledgeable and handles well his/her work, has mean and standard deviation value of 3.66 and 0.89 respectively. This indicates that for the above two items majority of respondents were agreed and the response's standard deviation clustered around the mean. On the other hand mean value of two items under leadership shows that majority of respondents are neutral in their agreement on the following items. These are; my immediate leader sees and positively responses to issues I raise to him/ her (M=2.97 and SD=1.041). The management style of my immediate leader is generally participative (M= 3.04 and SD=1.035). And, my immediate leader shows me how my work is important to ACBSE (M=3.39 and SD=0.959). The result shows that respondents on average did not agree with the items presented to measure leadership. This implies leadership in the enterprise is not in a position to increase employees' engagement.

Table 4.9: Conflict management descriptive statistics result

Conflict management	N	Mean	Std. Deviation
The attitude of our management is that conflict between competing units & individuals can be healthy.	342	3.61	1.00104
The best way to make a good impression around here is not to steer clear of open arguments and disagreement.	342	3.78	.832
I always share the problem with the other person so that we can work it out.	342	3.72	.946
I feel that differences are not always worth worrying about.	342	4.14	.786
I try to find a compromise solution.	342	4.48	.765
Valid N (listwise)	342		

Source; own survey (2021)

The above table indicates the mean and standard deviation values for the items presented to assess conflict management. The attitude our management is that conflict between competing units & individuals can be healthy (M=3.61 and SD=1.00104). Since standard deviation for this statement is above one it indicates responses are not clustered to the mean value. The best way to make a good impression around here is to steer clear of open arguments and disagreement (M=3.78 and SD=0.832). I always share the problem with the other person so that we can work it out (M=3.72 and SD=0.946). I feel that differences are not always worth worrying about (M=4.14 and SD=0.786). Majority of respondents were agreed on the above items of conflict management. For the last item, I try to find a compromise solution (M=4.48 and SD= 0.765), majority responses of respondents indicate that they strongly agree with the item. Agreement of employees on the items presented implies that conflict in ACBSE is more constructive than distractive. Further they are managed appropriately not only by the management of the enterprise but also by employees.

Table 4.10: Communication descriptive statistics result

Communication	N	Mean	Std. Deviation
I receive all information required to carry out my job.	342	3.75	.73031
My immediate manager carefully listens to his/her staff concern.	342	3.98	.856
I am informed of changes before they actually happen.	342	3.80	.969
The organization supports honest two-way communication.	342	4.041	.8823
The organization's strategy has been clearly communicated to the employees.	342	3.81	.858
Valid N (listwise)	342		

Source; own survey (2021)

The mean and standard deviation value for the items under the variable communication is presented on table 4.10. I receive all information required to carry out my job (M=3.75 and SD=0.73031). My immediate manager carefully listens to his/her staff concern (M=3.98 and SD=0.856). I am informed of changes before they actually happen (M=3.80 and SD=0.969). The organization supports honest two-way communication (M=4.041and SD=0.8823).The organization's strategy has been clearly communicated to the employees (M=3.81 and SD=0.858). This result indicates that majority of the respondents agreed with all items presented for assessing communication and standard deviation of each item indicates that responses are clustered to the mean value. It has an implication on the presence of better communication in the enterprise.

Table 4.11: Employee engagement descriptive statistics result

Employee engagement	N	Mean	Std. Deviation
At my work, I feel bursting with energy(VI1)	342	3.35	.974
At my job, I feel strong and vigorous (VI2)	342	3.13	1.052
I am enthusiastic about my job (DE2)	342	3.16	1.091
My job inspires me (DE3)	342	3.75	.988
When I get up in the morning, I feel like going to work (VI3)	342	3.39	.959
I feel happy when I am working intensely (AB3)	342	3.66	.89
I am proud on the work that I do (DE4)*	342	3.61	1.001
I am immersed in my work (AB4)	342	3.78	.832
I get carried away when I'm working (AB5)	342	3.72	.946
Valid N (listwise)	342		

Source; own survey (2021)

The items for employee engagement were classified with three measurements namely; Vigor, dedication and absorption. The result indicates that majority of respondents were neutral in their agreement for all items of Vigor. Responses of the items under dedication, this indicates that majority of respondents agreed with two items and neutral for the one item with mean value 3.16 of dedication under employee engagement. The results for the items of absorption revealed that majority of respondents agreed with all items of absorption and the data also indicates that SD is near to the mean value. In general, respondents' response implies that the enterprise have engaged employees. Furthermore, most of the employees are engaged with absorption which is a state of being so fully concentrated, happy, and deeply engrossed in one's work that time passes quickly and one has difficulty detaching oneself from work (Cascio, 2010).

4.3. Interview analysis

According to all interviewees' response, on the question raised about employee engagement of ACBSE, Staffs of Anbessa are non-negotiable in their work and organization. They respect what they do; Furthermore, they are motivated, engaged and fully concentrated to accomplish their assigned tasks. Employees also have a sense of citizenship in their organization.

For the question raised about the effect of each organizational climate dimension on employee engagement, interviewees argued Organizational structure reflects the pattern of relationship among the positions in the organization and staff members of the organization. In this regard the enterprise is centralized in its structure, in which participation in decision making by each subordinates is less. But as the interviewees explained as much as possible the enterprise is using participatory decision making procedures but due to its high number of employees and working behaviour, it is difficult to meet and discuss with all employees at the same time. Therefore, they argued that it can be said the existing organizational structure is not highly contributing to employee's engagement in the enterprise.

With regard to the second dimension, individual responsibility, the enterprise gives freedom and enough authority for its employees to encourage them in solving problems without taking in to consideration of decisions of others. In addition, interviewees feel that employees of ACBSE are responsible for their work and hold responsibilities to perform the given jobs appropriately. Therefore, this dimension has its own contribution on the improvement of employees' engagement.

On the side of reward and recognition, there is practice of reward and recognition in the enterprise that is related to the performance of employees. Financial and non-financial as well as intrinsic and extrinsic rewards are there. This means rewards are given not only by giving personal thank you and internal recognition but also in the form of promotion, bonus and pay raise. So that according to the response it is indispensible that reward and recognition affects positively employee engagement. The management of ACBSE believe that leadership has its own significant role in influencing employees' engagement. Because leaders are near to understand employees when they are engaged, productive and perform well. They also argued that leaders of the enterprise are in a position to motivate employees and further to increase employee engagement.

Interviewees' response on the other dimension of organizational climate, conflict management, indicates that it is a key dimension to have engaged employees. The enterprise manages conflicts in an appropriate manner by using different conflict solving mechanisms, because badly managed conflict effects employees' motivation, commitment, satisfaction and levels of engagement negatively. On the other hand, by being able to transform potential conflicts in to opportunities greater performance and productivity as well as deeper relationship within the organizational environment can be created. This implies, ACBSE believes that conflicts are not always destructive rather they can be used as a constructive in their contribution for the organizational wellbeing.

According to the response of interviewees, ACBSE communicates its employees to let them know what is happening, why and how things are happening because this allows the enterprise to boost its organizational productivity. This is contributing to increase the trust and integrity between the enterprise and its employees. Managers also mentioned that they are working on making the organizational communication not only two-way but also multi-dimensional to improve their employee engagement and performance. As a final point, the interview response indicates that organizational climate is a new concept for their organization. As a result, they didn't conduct any survey on it still now. But they gave response based on the dimensions given as well as from their previous observation and conducted studies regarding their employee's opinion about the organization and working environment by using both open and closed ended questionnaires. From their response it can be said that there is positive organizational climate in four depots of ACBSE. Additionally, all organizational climate dimensions have effect on employee engagement except organizational structure.

Finally, Interviewees mentioned the challenge that might have impact on organizational climate. As enterprise is public service giving organization, employees such as; bus captains and conductors do not only have contact with internal stakeholders but also with external stakeholders, customers. Due to the transportation problem of the city, passengers show different and sometimes unnecessary behaviour. Inability to adopt these different behaviours of passengers is the major cause for turnover of employee, especially new employees. As a result, the enterprise has about 1,461 contract employees from the total employees of 4,905.

4.4. Correlation analysis between organizational climate and Employee Job engagement

A correlation analysis was conducted to establish the relationship between the independent and dependent variables; this helped to test the hypotheses of the study and show the degree of relationship between the independent and dependent variables. According to Saunders et al., (2009), before the start of regression analysis it is important to check the correlation test between organizational climate and employee Job engagement. The Pearson correlation scale ranges from -1 to 1, any value greater than zero indicate a positive direct relationship between the two variables, which implies that every increase in the independent variable will lead to increase the dependent variable, while any value less than zero indicate a negative indirect relationship between two variables, this means that every increase in the independent variable will lead to the decrease on the dependent variable (Hafiz, 2007). Different authors suggest different interpretations; However, Saunders et al., (2009) suggests about strength of relationship as: r = 0 to 0.39 or 0 to -0.39 small(weak) relationship, r = 0.4 to 0.69 or -0.40 to -0.69 medium (moderate) relationship and 0.70 to 1 or -0.70 to -1 large (strong) relationship. The following table shows the relationship between each variable.

Table 4.12: Correlation analysis between organizational climate and Employee Job engagement

		Organizational Structure	Individual Responsibility	Reward and Recognition	Leadership	Conflict Management	Communication	Employee Engagement
Organizational Structure	Pearson Correlation	1						
	Sig. (2-tailed)							
Individual Responsibility	Pearson Correlation	.717**	1					
	Sig. (2-tailed)	.000						
Reward and Recognition	Pearson Correlation	.692**	.780**	1				
	Sig. (2-tailed)	.000	.000					
Leadership	Pearson Correlation	.184**	.233**	.191**	1			
	Sig. (2-tailed)	.001	.000	.000				
Conflict Management	Pearson Correlation	.420**	.594**	.575**	.076	1		
	Sig. (2-tailed)	.000	.000	.000	.163			
Communication	Pearson Correlation	.398**	.567**	.545**	.161**	.614**	1	
	Sig. (2-tailed)	.000	.000	.000	.003	.000		
Employee Engagement	**Pearson Correlation**	**.054****	**.750****	**.756****	**.185****	**.761****	**.624****	**1**
	Sig. (2-tailed)	**.002**	**.000**	**.000**	**.001**	**.000**	**.000**	

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

The table 4.12 above explains the relationship between the organizational climate and employee Job engagement in Anbessa city bus service enterprise. Based on the output of the correlation matrix; Individual responsibility(r=0.750, p<0.05=), reward and recognition (r=0.756, p<0.05), and conflict management (r=0.761, p<0.05) have a strong relationship with employee Job engagement. Communication (r=0.624, p<0.05=) has a moderate relationship with employee job engagement. Organizational structure (r=0.054, p<0.05=) and leadership (r=0.185, p<0.05=) have weak relationship with employee job engagement. In general this result show, Individual responsibility, reward and recognition, conflict management, and communication have a positive strong relationship with employee job engagement, but organizational structure and leadership have a positive weak relationship with employees job engagement in Anbessa city bus service enterprise.

4.5. Multiple linear regressions

Multiple regression analysis was conducted to find out the effect of organizational climate and employee job engagement. It gives more detailed analysis as it enabled the examination of the influence of each of the independent variables on dependent variables, controlling for all other factors. It also allowed the researcher to determine the combined effect of the variables (Gay et al., 2009). Multiple linear regression analysis is a well-known statistical technique which fits a relationship between one dependent and more than one independent variable. Accordingly, model summary, an analysis of variance (ANOVA) and regression coefficient for the dependent variables were discussed under this sub-section.

In this section and the subsequent sections on regression results, the coefficient of determination (R square) was used as a measure of the explanatory power to show how the independent variables explain the dependent variable. The F statistics (ANOVA) was used as a measure of the model goodness of fit. Pearson correlation and the regression coefficient summary were used to explain the nature of the relationship between the dependent and independent variables. The significance levels of the regression results were also taken into account for proper interpretations.

4.5.1 Assumption tests

Testing assumption of multiple linear regression analysis models is very important before running regression analysis. So each assumption results were discussed in the following sub topics. In the previous section of this paper the descriptive and correlation analysis was carried out separately with the existence of association between the dependent and independent variables with the intension of examine the relationship between dimension of organizational climate and Employee Job engagement in Anbessa city bus service enterprise. However, examining the relationship between the dimension of organizational climate and employee job engagement is not enough for meaningful conclusion. Therefore, the determinant of each independent variable must be assessed and identified sequentially. The study used multiple linear regression model assumptions as follow.

4.5.1.1 Multicollinearity Test between independent variables

According to Gujarati & Porter, (2003) Multicollinearity tests helps identify the high correlation between explanatory variables and to avoid double effect of independent variable from the model. When independent variables are Multicollinearity there is overlap or sharing of predictive power. Predictor variable should be strongly related to dependent variable but not strongly related to each other. This may lead to the paradoxical effect, whereby the regression model fits the data well but, none of the explanatory variables (individually has a significant impact in predicting the dependent variable. For this purpose, variance inflation factor (VIF) and tolerance test were used to check Multicollinearity for variables if the value of VIF is less than 10 there is no Multicollinearity and on the other hand if VIF greater than or equal to 10 there is a serious Multicollinearity problem.

According to Gujarati & Porter, (2003) to avoid serious problem of Multicollinearity omitting the variable with 10 and more from the analysis, in addition tolerance is an indicator how much of the variability of independent variable is not explained by the other independent variable in the model and is calculated using the formula 1- R^2 for each variable. If the value is very small (less 0.1), it shows the multiple correlation with other variable is high.

Table 4.13: Multicollinearity Test between independent variables

Variables	Tolerance	VIF
Organizational Structure	.436	2.292
Individual Responsibility	.289	3.459
Reward and Recognition	.330	3.029
Leadership	.933	1.072
Conflict Management	.514	1.946
Communication	.547	1.827

Table 4.13 shows the division result that the value of VIF all variables were by far less than 10 and the value of tolerance statistics being above 0.1 they were accepted entered in to regression model for the estimation of variables. This result indicates there is no Multicollinearity problem.

4.5.1.2 Normality test

Normality assumption is around the mean of the residuals is zero and used to determine whether a data set is well modelled by a normal distribution or not and also to indicate un underlying random variable is to be normally distributed (Gujarati, 2009). There the study used histogram methods of testing the normality of the data. If the residuals are normally distributed about its mean of zero, the shape of histogram should be a bell-shaped and regression standardized residual plotted between -3.3 and 3.3. From the figure below data normality can be indicated.
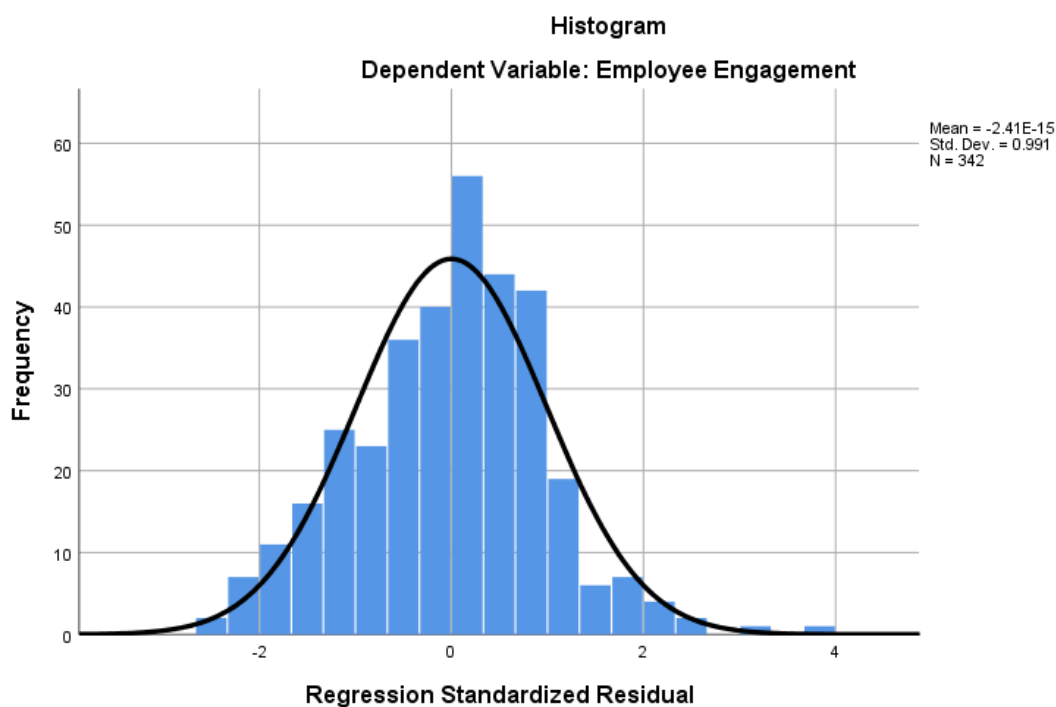
Figure 4.1: Histogram regression standardized residual

4.5.1.3 Linearity Test

Linearity is used to check whether all the estimates of regression including regression coefficients, standard errors and tests of statistical significance are biased or not (Keith, 2006). To check the linearity assumption in multiple linear regressions the normal P-P plot was used, the plot shows all observed values somewhat spread along the straight diagonal line. Figure 4.2 in below shows us most of the observed values are spread very close to the straight line; there is high likelihood that the data are normally distributed and linear.

53
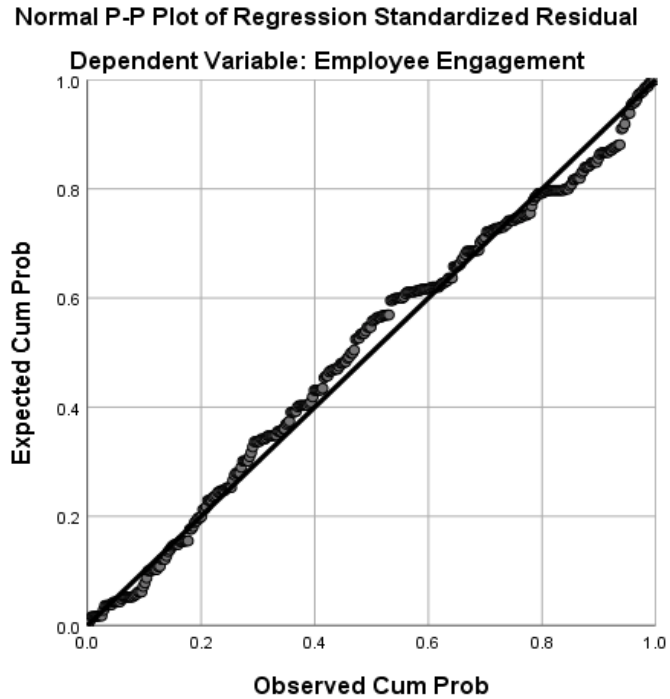
Figure 4.2: p-p plot; Linearity test results

4.5.1.4 Heteroscedasticity test

Heteroscedasticity is the equality or violation of the residuals for every set of values for independent variable. Heteroscedasticity problem exist when scatter plot is greater than 3.3 and less than -3.3. Therefore, as it was indicated in figure 4.3 below the data did not violate Heteroscedasticity assumption and instead it was homoscedastic.
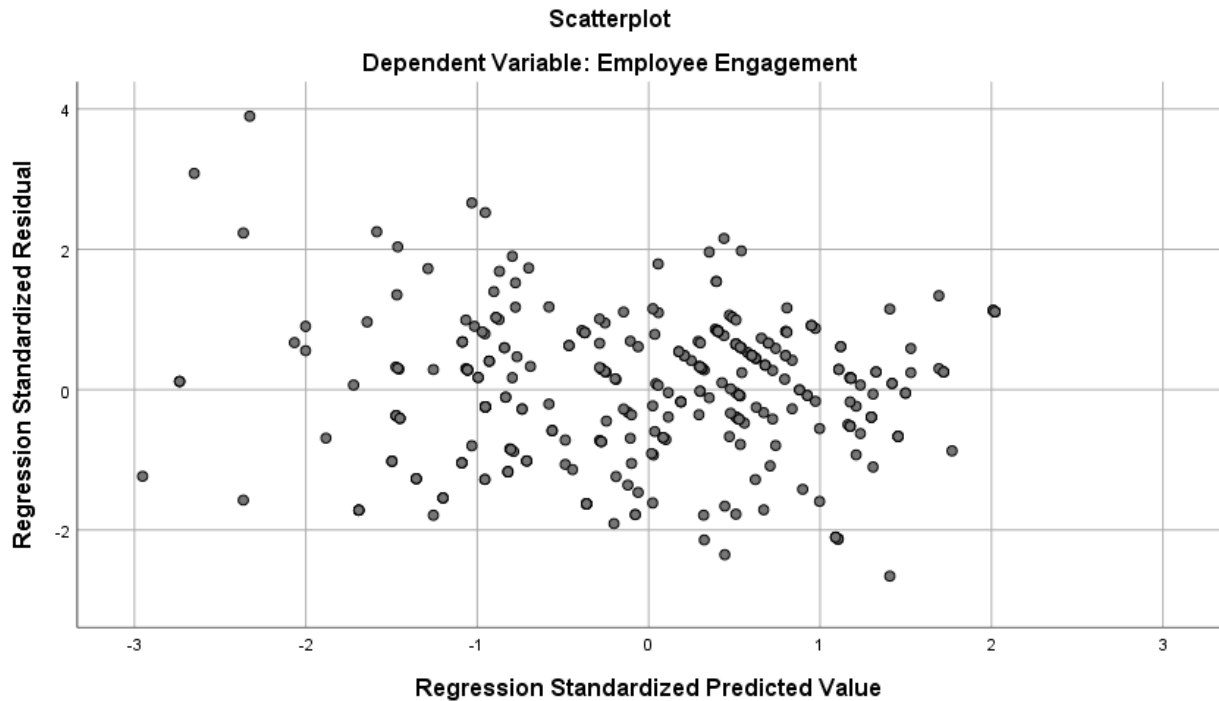
Figure 4.3: Scatter plot Heteroscedasticity test result

4.5.2 Result of multiple linear regression

After the model assumption was checked presentation and interpretation of the analysis output is mandatory. The prediction or estimation of the value one variable (the dependent or the predicted variable; called as Y from one or more independent or predictor variables (called as X) (Keith, 2006).

Table 4.14: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.871[a]	.758	.754	.32104	1.864

From table 4.14 it can be seen that R value is 0.871. Consequently, R value designates that there is a strong positive relationship between organizational climate and employee job engagement. The adjusted R squared of 0.754 indicates that 75.4% of the variances in employee job engagement can be explained by the organizational climate. The remaining variances on the employee job engagement could be explained by other explanatory variables not included in this study.

Table 4.15: ANOVA

	Sum of Squares	Df	Mean Square	F	Sig.
Regression	108.322	6	18.054	175.161	.000[b]
Residual	34.528	335	.103		
Total	142.850	341			

Table 4.15 shows that the F-value (F= 175.16; P= 0.000) is a good one. The ANOVA table speaks well about the model. Since the F-value is significant, it shows that the model does not occur by chance. This result clearly indicates that the model was significant or good fit.

Table 4.16: Standardize and unstandardized coefficient

	Unstandardized Coefficients		Standardized Coefficients			95.0% CI for B	
	B	Std. Error	Beta	T	Sig.	Lower Bound	Upper Bound
(Constant)	-.036	.172		-.209	.834	-.374	.302
Organizational Structure	-.040	.034	-.048	-1.190	.235	-.106	.026
Individual Responsibility	.206	.042	.248	4.955	.000*	.124	.288
Reward and Recognition	.281	.042	.316	6.757	.000*	.199	.363
Leadership	.056	.048	.032	1.162	.246	-.039	.150
Conflict Management	.380	.035	.402	10.728	.000*	.310	.449
Communication	.074	.034	.078	2.160	.032*	.007	.142

* Significant p<.05%,

In this study, four explanatory variables were identifying to determine a significant difference on employees' engagement at 5% level of significance.

The estimated regression model was

Employee job engagement$=-0.036+ 0.206 X2 + 0.281 X3 +0.380 X5 +0.074 X6 +\varepsilon$

Where:-

X2 = individual responsibility

X3 = Reward and Recognition

X5 = conflict management

X6 = communication

ε = error term

The study's hypothesis testing was made based on β and P values. Using those coefficient results, the proposed hypotheses for this study were tested as follows.

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 coefficients (β) tell us the unique contribution of each factor to the model. A small p value (<0.05) indicate the predictor variable has made a statistically significant contribution to the model. On the other hand, a high p value (p >0.05) indicate the predictor variable has no significant contribution to the model (Mills, 2003). Table 4.16 shows the p-value for independent variables is less than 0.05 and the β values are positive, that shows individual responsibility, reward and recognition, conflict management and communication have a positive effect on employee job engagement.

The largest beta coefficient of Multiple Regression in Table 4.16 was 0.380, which was for conflict management. This means that this variable makes the strongest unique contribution of 38% to explain the employee job engagement, when the variance explained by all other variables in the model was controlled. And P = 0.000, the result is significant. Thus, the proposed hypothesis was accepted. Conflict management has significant positive effect on employee engagement. This result goes in line with the finding of in-depth interview (officials view) which argues the enterprise is using conflicts in a productive manner to enhance employees' engagement. It is consistent with the finding of Mills, (2011), Arya and Sainy (2017) and Soieb et al., (2013).

The beta value for reward and recognition was resulted in beta coefficient of 0.281, indicating that independently it makes the second higher contribution for employee job engagement to explain it with 28.1% keeping other variables constant. P value was resulted p= 0.000 which is significant. Thus, the hypothesis was accepted. Reward and recognition has significant positive effect on employee engagement. Additionally as it is observed form the interview analysis there is good reward and recognition practice in ACBSE which takes part in the improvement of employee engagement. The result is consistent with the study of Mesepy, (2016), Arya and Sainy (2017), and Birhanu (2019).

The beta value for individual responsibility was resulted in beta coefficient of 0.206, indicating independently it makes the third higher contribution for employee job engagement

to explain it with 20.6%, keeping other variables constant. The p-value was resulted that p=0.000, the result is significant. Additionally the interview analysis implies that enough freedom and authority is given for employees in the enterprise. Therefore, individual responsibility has significant positive effect on employee engagement. The finding is consistent with the result of Gagné & Bhave, (2011) and clement & Eketu, (2019) studies.

Communication has a beta value of 0.074; this means that communication has the least or 7.4% contribution for the employee job engagement. It has p value p=0.032, this implies the result is significant. The in-depth interview further indicated that there is good communication among the members of the enterprise. Therefore, communication has significant positive effect on employee engagement, Hypothesis 6 is accepted. This finding goes in line with the finding of Karanges et al., (2015) and Saad et al., (2018) studies. Inconsistent with the finding of (Negash, 2020).

The results of multiple regressions revealed that organizational structure has beta value and p-value of -0.040 and 0.235 respectively. This implies that it does not have significant effect on employee engagement, i.e. Hypothesis 1 is rejected. As it is also indicated on interview analysis the enterprise is centralized in its structure. But this doesn't increase the engagement level of employees. In order to increase the engagement level of employee's organizational structure need to be decentralised, where employees involvement, participation in decision making, team work and collaborative effort among workers can be increased (Funminiyi, 2018).

The remaining dimension leadership has beta value of 0.056 and p value of 0.246. This result implies that leadership does not have significant effect on employee engagement. Thus, the proposed hypothesis was not accepted. But the responses of officials on the interview indicate that the leaders in ACBSE are near to their employees. They further motivate, encourage their subordinates and give directions on how to perform well the given tasks. Managers believe that employee engagement in the enterprise is also the result of Leaders effort. The result of multiple regressions is consistent with the finding of Ruhiri (2017).but inconsistent with the study finding of Schrita and Hammoud (2017) and, Arya and Sainy (2017).

4.6. Hypothesis testing

The null and alternative hypothesis about the relationship between independent variable, organizational climate and dependent variable employee engagement is presented in the table 4.17.

Table 4.17: Summary of overall outcome of the research hypothesis

Hypothesis	Result
Ho1: Organizational structure has no significant positive effect on employee engagement **Ha1:** Organizational structure has significant positive effect on employee engagement.	$B = -0.040$ $P > 0.05$ Ho1: Accepted Ha1:Rejected
Ho2: Individual responsibility has no significant positive effect on employee engagement. **Ha2:** Individual responsibility has significant positive effect on employee engagement.	$B = .206$ $P < 0.05$ Ho2: Rejected Ha2: Accepted
Ho3: Rewards and recognition has no significant positive effect on employee engagement. **Ha3:** Rewards and recognition has significant positive effect on employee engagement.	$B = .281$ $P < 0.05$ Ho3: Rejected Ha3: Accepted
Ho4: Leadership has no significant positive effect on employee engagement. **Ha4:** Leadership has significant positive effect on employee engagement.	$B = .056$ $P > 0.05$ Ho4: Accepted Ha4:Rejected
Ho5: Conflict management has no significant positive effect on employee engagement. **Ha5:** Conflict management has significant positive effect on employee engagement.	$B = .380$ $P < 0.05$ Ho5: Rejected Ha5: Accepted

Ho6: communication has no significant positive effect on employee engagement.	B = .074 P < 0.05
Ha6: communication has significant positive effect on employee engagement.	Ho6: Rejected Ha6: Accepted

Source: Own survey (2021)

The above table indicated the results of hypothesis tests on the effect of organizational climate dimensions, organizational structure, individual responsibility, reward and recognition, leadership, conflict management and communication, on employee engagement at significant level less than 5% probability. The implication from the findings indicates that when conflicts are managed well, when there is good communication and proper feedback and when employees feel that there is autonomy and freedom towards their job they get more engaged. In addition when employees are rewarded and recognized well for their job accomplishment and achievement they are likely to be more engaged in response. When employees do not feel that their organization is highly concerned about its employee and cares about their well-being, employee engagement will suffer.

In general, conflict management, reward and recognition, individual responsibility, and communication have a positive significant effect on employee job engagement with their respective contribution to increase employee engagement. But the remaining dimensions organizational structure and leadership do not have significant effect on employee job engagement in Anbessa city bus service enterprise.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

Introduction

This chapter deals with the main findings of the research, and infers what the findings mean in the section of conclusion. Furthermore, recommendations were forwarded and finally suggestions for future researches were made.

5.1 Summary of findings

The main purpose of this study was to investigate the effect of organizational climate on employee engagement in Anbessa city bus service enterprise. Before going to the main analysis of the study, a reliability test was administered to check whether the questionnaire is reliable or not. In this regard all the variables were reliable and acceptable with strong Cronbach's Alpha coefficients. Three hundred forty two participants were attended on the study.

Related to the demographic profile of respondents, the study represented male and female employees well. Majority of the respondents were diploma holders in their Educational level which implies that employees of ACBSE are literate. With regard to employees service year in the enterprise respondents had worked for a relatively long period of time. Finally, the profile indicates that all depots or branches of the enterprise were included in the study.

The study revealed the results of descriptive statistics by using mean and standard deviation. On average respondents were agreed with the items presented to measure organizational climate dimensions; individual responsibility, Reward and recognition, conflict management and communication. On the other hand respondents disagreed with the items of leadership and organizational structure dimensions of organizational climate. In addition, as it is obtained from responses given for the dependent variable; employee engagement in Anbessa city bus service enterprise can be explained by absorption.

Correlation analysis was conducted to measure the relationship between organizational climate dimensions; organizational structure, individual responsibility, reward and recognition, leadership, conflict management and communication and employee engagement.

The finding revealed that individual responsibility, reward and recognition, conflict management, and communication are positively and significantly correlated with dependent variable. The remaining variables Organizational structure and leadership have positive weak relationship with employee job engagement.

The interview analysis revealed that there is high employee engagement in ACBSE. Interviewees also argued that employee engagement in the enterprise is the result of organizational climate that can be described by its dimensions. Except organizational structure all dimensions of organizational climate affects employee engagement as the interviewees replied. They stated that individual responsibility, reward and recognition, leadership, conflict management and communication have effect on employee engagement in a positive way. They finally mentioned that turnover of employees is one challenge that might have effect on their organizational climate.

On the side of assumption tests; the examination of normality, linearity, homoscedasticity and Multicollinearity tests, no problem was found. Based on the finding of graphical test of normality result the data was normally distributed. And based on the regression results 75.8% variations in employee engagement (dependent variable) have been explained by the organizational climate dimensions (independent variables) jointly.

The result of multiple regression confirmed that conflict management has the strongest contribution in explaining employee job engagement, followed by reward and recognition, individual responsibility and communication.

5.1 Conclusion

Organizational climate is one of the important factors which affect employee engagement. The finding of this study supports this statement. This study shows the effect of organizational climate on employee engagement in Anbessa City Bus Service enterprise based on the responses of 342 respondents from the sample size. Based on the results research questions were answered and also tested hypothesis on organizational climate dimensions, organizational structure, individual responsibility, reward and recognition, leadership, conflict management and communication for having significant positive effect on employee engagement.

Therefore, conclusion is drawn based on descriptive statistics, interview analysis, correlation and multiple regression results. It is concluded that individual responsibility, reward and recognition and conflict management have strong relationship with employee engagement. While Communication has moderate relationship and organizational structure and leadership have week relationship with employee engagement.

Based on the finding of interview analysis except organizational structure all dimensions of organizational climate under this study were found having positive effect on employee engagement.

Based on multiple linear regression result, individual responsibility, reward and recognition, conflict management and communication have a positive significant effect on employee job engagement, but the remaining variables, organizational structure and leadership; do not have significant effect on employee job engagement in Anbessa city bus service enterprise.

Finally, the study accepted four alternative hypothesis, conflict management, reward and recognition, individual responsibility and communication, and rejected two alternative hypothesis, organizational structure and leadership. It further concludes that conflict management has the highest contribution and significant effect on improving employee engagement.

The result has important implications for assisting organizations to better understand organizational climate dimensions importance that lead to improved levels of employee job engagement as well as better organizational performance. Hence, employee engagement can also have effects on organizational performance.

5.2 Recommendation

The study was conducted to investigate organizational climate effect on employee engagement in Anbessa city bus service enterprise, Ethiopia. From the conclusion made based on the major findings of this study the following recommendations are forwarded.

As the result of descriptive statistics result indicates that majority of respondents' agreement on the items provided to assess organizational structure and leadership is low. When employees are not satisfied with their organization's leadership style and when managers do not encourage employees to achieve better results that are related to their work employee's engagement will suffer. In addition when employees are not included in solving of their problems and in decision making process engagement of employees will not be gained. Accordingly, the enterprise should focus on improving its organizational structure and leadership dimensions of organizational climate. Decentralization of responsibilities than hierarchical structure can be applied as a mechanism for the creation of positive organizational climate and to encourage its significance on employee engagement.

Building positive organizational climate is one of the best and simplest ways to get employees engaged. As the finding shows organizational climate has strong relationship with employee engagement. Therefore, Management of ACBSE should assess organizational climate dimensions in order to enhance their employee's job engagement.

Among the given (studied) organizational climate dimensions; conflict management, reward and recognition, individual responsibility and communication have statistically significant effect on employee engagement. Since conflict management strongly affects employee engagement and play important and significant role in increasing of employee engagement, it is better to enhance employees' attitude on conflict. In addition, conflict management and conflict solving mechanisms should be given more attention in ACBSE.

According to the result revealed Reward and recognition is the second top most significant factor for employee engagement, so that, ACBSE should focus on giving appropriate reward and recognition for its employees to let them be more engaged. The enterprise need to take individual responsibility and communication as a bench mark and make a critical improvement of employee engagement. Because, the result revealed that individual

responsibility and communication are the third and fourth significant dimensions to affect employee engagement.

Based on the finding of interview analysis, the management of ACBSE is strongly advised to give attention on leadership for its contribution on employee engagement. Additionally, the organization should depict other dimensions of organizational climate that affect employee engagement in order to enhance the engagement level of its employees. Finally, since the assessment of organizational climate and employee engagement is not a onetime activity it should be done periodically and continuously by the enterprise.

5.3 Future Research Direction

The current study tried to examine the effect of organizational climate on employee engagement in Anbessa city bus service enterprise. Furthermore, the researcher suggested the following suggestions for further researches. It is recommendable to conduct further study in the targeted area with broader scope by increasing number of target population or sample size, by including contract employees and by using other research methodologies that this study didn't use. Future researchers should also conduct study focusing on areas of other transportation service sector organizations in Ethiopia. Additionally, this study was limited to six dimensions of organizational climate: organizational structured, individual responsibility, reward and recognition, leadership, conflict management and communication, to analyse if there is significant positive effect on employee engagement. So that, in depth investigation and analysis should be done with other dimensions of organizational climate by future researchers who are interested in this subject matter. Furthermore, Employee engagement was studied in relation to organizational climate. But there are still other factors or variables that could affect employee engagement. It can be additional direction of studies for future researchers. Finally the researcher suggests that, since this study is cross sectional in time longitudinal research design can be used by future researches to examine the cause and effect relationship between different organizational climate dimensions and employee engagement.

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APPENDICES

APPENDIX Ia: RESEARCH QUESTIONNAIRE

Dear Respondent,

I am MBA student at Jimma University; I am carrying out a research on the effect of organizational climate on employee engagement at Anbessa city bus service enterprise.

This questionnaire is developed to conduct a research on "The effect of organizational climate on employee's engagement in Anbessa city bus service enterprise. The research is conducted in partial fulfilment of the requirement for the degree of Masters in Business Administration (MBA). The research is sponsored by Jimma University. The response you provide is essential in achieving the objective of the research. Participation in the survey is voluntary and there is no risk associated with participating in the study. Your response will only be used for academic purpose. All responses are confidential as you are not asked to write your name on the survey, or any identifying information. If there are queries regarding this study, please contact me with 09-42-70-58-64.

Thank you in Advance!

Sincerely yours,

Tehetina Demissie

SECTION A: Demographic Information of the respondents

Please indicate your appropriate choice among the options provided by circling the alphabet that best represents you.

1. Gender

A. Male   B. Female

2. Educational Level

A. Certificate   B. Diploma   C. Degree   D. Master's and above

3. Service Year in the enterprise

A. Less than 5 years   B. 6-10years   C.10-15 years   D. More than 15 years

4. Work place/ depot

A. Head quarter   B. Yeka Depot   C. Shegole Depot   D. Mekannisa Depot

SECTION B; Research Questionnaire

The following questions related to the organizational climate and employees engagement. Hence, read carefully and respond to each question. Put "√" Mark in the portion that best indicates your opinion to each question. Where 5 Indicates "Strongly agree" 4 Indicates "Agree" 3 represents "Neither Agree nor Disagree" 2 indicates Disagree and 1 indicates "strongly disagree"**.**

Code	Statements	Scales				
		5	4	3	2	1
OS1	I have clear understanding of ACBSE's vision, mission, Values and objectives.					
OS2	I feel that ACBSE cares about its employees.					
OS3	I feel that my work is valued by ACBSE.					
OS4	My opinions are asked on issues that affect me and my job.					
OS5	It is sometimes unclear who has the formal authority to make a decision.					
OS6	The jobs in the organization are clearly defined and logically structured.					
IR1	I know exactly what I'm expected to do.					
IR2	I take accountability and ownership of results.					
IR3	I have involved in all decision making processes conducted in my responsibility areas and organizational wise.					
IR4	The quantity of work that is expected of me is reasonable.					
IR5	There is much autonomy in my job.					
RR1	The benefits offered at our organization are satisfactory.					
RR2	In this organization there is a fair reward and recognition procedures.					
RR3	Employees are rewarded in proportion to the excellence of their job performance.					
RR4	My supervisor knows what my strengths are and tells me.					
RR5	There is some form of public recognition (e.g. employee of the month/year).					
RR6	When employees do something well, the supervisor praises them.					
L1	My immediate leader sees and positively responses to issues I raise to him/					

	her.					
L2	The management style of my immediate leader is generally participative.					
L3	My immediate leader is approachable and easy to talk to.					
L4	My immediate leader shows me how my work is important to ACBSE.					
L5	My immediate leader is knowledgeable and handles well his/her work.					
CM1	The attitude our management is that conflict between competing units & individuals can be healthy.					
CM2	The best way to make a good impression around here is not to steer clear of open arguments and disagreement.					
CM3	I always share the problem with the other person so that we can work it out.					
CM4	I feel that differences are not always worth worrying about.					
CM5	I try to find a compromise solution.					
CO1	I receive all information required to carry out my job.					
CO2	My immediate manager carefully listens to his/her staff concern.					
CO3	I am informed of changes before they actually happen.					
CO4	The organization supports honest two-way communication.					
CO5	The organization's strategy has been clearly communicated to the employees					
EE1	At my work, I feel bursting with energy* (VI1)					
EE2	At my job, I feel strong and vigorous (VI2)*					
EE3	I am enthusiastic about my job (DE2)*					
EE4	My job inspires me (DE3)*					
EE5	When I get up in the morning, I feel like going to work (VI3)*					
EE6	I feel happy when I am working intensely (AB3)*					
EE7	I am proud on the work that I do (DE4)*					
EE8	I am immersed in my work (AB4)*					
EE9	I get carried away when I'm working (AB5)*					

In-depth interview questions

    1. How do you see the engagement of employees in your organization?

2. Do you think organizational climate dimensions; organizational structure, individual responsibility, reward and recognition, leadership, conflict management and communication, have effect on employee engagement?

3. Is there any challenge that can be mentioned related to organizational climate of the enterprise?

APPENDIX Ib: የጥናቱ መጠይቅ

ክቡር ተሳታፊ

እኔ በጅማ ዩኒቨርስቲ የቢዝነስ አስተዳደር ማስተርስ ተማሪ ነኝ ፤ በአንበሳ የከተማ አውቶቡስ አገልግሎት ድርጅት ውስጥ ድርጅታዊ የሠራተኞች የስራ መንፈስ (organizational climate) በሠራተኛ የስራ ተሳትፎ ላይ የሚያሳድረውን ተፅዕኖ እያጠናሁ ነው :: ይህ መጠይቅ የተዘጋጀው የቢዝነስ አስተዳደር (ኤም.ቢ.ኤ) ማስተርስ ዲግሪ መርሀ ግብር ለማጠናቀቅ የሚያስፈልገዉን መስፈርት ለማሟላት ነው:: ጥናቱ በጅማ ዩኒቨርሲቲ የተደገፈ ነው :: እርስዎ የሚሰጡት ምላሽ የምርምር ዓላማውን ለማሳካት ወሳኝ ነው :: ጥናቱ በፈቃደኝነት ነው እናም በጥናቱ ውስጥ ከመሳተፍ ጋር ተያይዞ ምንም ዓይነት ስጋት የለውም ፤ የእርስዎ ምላሽ ለአካዳሚክ ዓላማ ብቻ የሚውል ነው:: በጥያቄው ላይ ስምዎን እንዲጹፉ ስላልተጠየቁ ወይም ማንኛውም የሚለይ መረጃ ስለሌለ ሁሉም ምላሾች ምስጢራዊ ናቸው:: ይህንን ጥናት አስመልክቶ ጥያቄዎች ካሉ እባክዎን በ 09-42-70-58-64 ያግኙኝ::

ስለትብብርዎ አመሠግናለሁ ::

ትህትና ደምሴ

ክፍል 1, የተሳታፊ ፕሮፋይል

እባክዎን በተሻለ የሚወክልዎትን ፊደል ከተሰጡት አማራጮች ውስጥ ያመልክቱ::

1 ፆታ

ሀ, ወንድ   ለ, ሴት

2   የትምህርት ደረጃ

ሀ, ሰርተፍኬት   ለ,ዲፕሎማ   ሐ,ድግሪ   መ,ማስተርስ እና ከዚ በላይ

3. በድርጅቱ ውስጥ የቆዩበት የአገልግሎት ዓመት

ሀ, ከ 5 ዓመት በታች   ለ, 6 - 10 ዓመታት   ሐ, 10-15 ዓመታት   መ, ከ 15 ዓመት በላይ

4. የሥራ ቦታ / ዴፓ

ሀ ዋና መስሪያ ቤት   ለ. የየካ ዴፓ   ሐ ሸጎሌ ዴፓ   መ መካኒሳ ዴፓ ክፍል

ክፍል 2, ይህ የምርምር መጠይቅ ድርጅታዊ የሰራተኞች የስራ መንፈስ (organizational climate) እና ከሰራተኞች ተሳትፎ ጋር የተያያዙ ጥያቄዎች ናቸው ። ስለሆነም በጥንቃቄ ያንብቡ እና ለእያንዳንዱ ጥያቄ መልስ ይስጡ ። ለእያንዳንዱ ጥያቄ ያለዎትን አስተያየት በተሻለ በሚያመለክተው ክፍል ውስጥ "V" ምልክት ያድርጉበት ። 5 የሚጠቁምበት ቦታ "በጥብቅ እስማማለሁን ይወክላል " 4 "እስማማለሁን ይወክላል" 3 "ገለልተኛ" 2 አለመስማማትን የሚያመለክት ሲሆን 1 "በጣም አልስማማምን ይወክላል" ።

ኮድ	መግለጫ	5	4	3	2	1
OS1	ስለ ACBSE ራዕይ ፣ ተልዕኮ ፣ እሴቶች እና ዓላማዎች ግልጽ ግንዛቤ አለኝ ።					
OS2	ACBSE ስለ ሰራተኞቹ እንደሚያስብ ይሰማኛል።					
OS3	ሥራዬ በ ACBSE ዋጋ የሚሰጠው እንደሆነ ይሰማኛል።					
OS4	በእኔ እና በሥራዬ ላይ ተጽዕኖ በሚያሳድሩ ጉዳዮች ላይ የእኔ አስተያየቶች ይጠየቃሉ ።					
OS5	ውሳኔ የማድረግ መደበኛ ስልጣን ያለው ማን እንደሆነ አንዳንድ ጊዜ ግልፅ አይደለም ።					
OS6	በድርጅቱ ውስጥ ያሉት ስራዎች በግልፅ የተገለጹ እና በአግባቡ የተዋቀሩ ናቸው።					
IR1	ምን እንደማደርግ በትክክል አውቃለሁ ።					
IR2	የውጤቶችን ተጠያቂነት እና ባለቤትነት እወስዳለሁ ።					
IR3	በኃላፊነት ቦታዬ እና በድርጅታዊ ጉዳዮች በተካሄዱ በሁሉም የውሳኔ አሰጣጥ ሂደቶች ውስጥ ተሳትፌያለሁ ።					
IR4	ከእኔ የሚጠበቀው የሥራ ብዛት ምክንያታዊ ነው ።					
IR5	በሥራዬ ውስጥ የራስ ገዝ አስተዳደር ብዙ ነው ።					
RR1	በድርጅታችን የሚሰጡት ጥቅማ ጥቅሞች አጥጋቢ ናቸው።					
RR2	በዚህ ድርጅት ውስጥ ትክክለኛ የሽልማት እና የእውቅና አሰጣጥ አሰራሮች አሉ ።					
RR3	ሠራተኞች ከሥራ አፈፃፀማቸው የላቀ ውጤት ጋር ተመጣጣኝ በሆነ መጠን ይሸለማሉ።					
RR4	የእኔ ተቆጣጣሪ የእኔ ጥንካሬዎች ምን እንደሆኑ ያውቃል እናም ይነግረኛል ።					
RR5	በድርጅቱ ውስጥ ሕዝባዊ እውቅና አሰጣጥ አለ (ለምሳሌ የወሩ / የዓመቱ ሠራተኛ)።					
RR6	ሰራተኞች አንድን ነገር በደንብ ሲያደርጉ ተቆጣጣሪው ያወድሳቸዋል ።					

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L1	የቅርብ መሪዬ የሥራ ባልደረባቸው ለሚያነሳኋቸው ጉዳዮች አዎንታዊ ምላሽ ይሰጣል				
L2	የቅርብ መሪዬ የአማራ ዘይቤ በአጠቃላይ አሳታፊ ነው ::				
L3	የቅርብ መሪዬ በቀላሉ የሚቀረብ እና ለማነጋገር ቀላል ነው::				
L4	የእኔ የቅርብ መሪዬ የእኔ ሥራ ለ ACBSE አስፈላጊ እንደሆነ ያሳየኛል ::				
L5	የቅርብ መሪዬ ዕውቀት ያለው እና ሥራውን በሚገባ ያስተናግዳል::				
CM1	አስተዳራችን በተወዳዳሪ አሃዶች እና በግለሰቦች መካከል የሚደረግ ግጭት ጤናማ ሊሆን ይችላል የሚል አመለካከት አለው ::				
CM2	እዚህ ጥሩ ስሜት ለመፍጠር ከሁሉ የተሻለው መንገድ ግልጽ ከሆኑ ክርክሮች እና አለመግባባቶች አለማራቅ ነው ::				
CM3	ቸግር ሲፈጠር ለሌሎች በማጋራት መፍትሄ እንዲያገኝ አደርጋለሁ ::				
CM4	ለልዩነቶች ሁልጊዜ መጨነቅ ዋጋ እንደሌላቸው ይሰማኛል ::				
CM5	የስምምነት መፍትሔ ለማግኘት እሞክራለሁ ::				
CO1	ሥራዬን ለማከናወን የሚያስፈልጉኝን መረጃዎች በሙሉ እቀበላለሁ ::				
CO2	የእኔ የቅርብ ሥራ አስኪያጅ የሰራተኞቹን ጨንቀት በጥንቃቄ ያዳምጣል::				
CO3	ለውጦች በእውነቱ ከመከሰታቸው በፊት መረጃው ይደርሰኛል ::				
CO4	ድርጅቱ ሐቀኛ የሁለትዮሽ ግንኙነትን ይደግፋል ::				
CO5	የድርጅቱ ስትራቴጂ ለሰራተኞች በግልፅ ተላልፏል::				
EE1	ስራዬን በሙሉ ሃይል እንደምሰራ ይሰማኛል ::				
EE2	በስራዬ ላይ ጠንካራ እና ብርቱ እንደሆንኩ ይሰማኛል ::				
EE3	ስለ ሥራዬ ቅን ነኝ ::				
EE4	ሥራዬ ያነሳሳኛል ::				
EE5	ጠዋት ስነሳ ወደ ሥራ ለመሄድ እነሳሳለሁ ::				
EE6	ሥራ ስሠራ በከፍተኛ ሁኔታ ደስታ ይሰማኛል ::				
EE7	በሰራሁት ስራ ላይ ኩራት ይሰማኛል ::				
EE8	በስራዬ ውስጥ እመሠጣለሁ ::				
EE9	በምሠራበት ጊዜ በስራዬ ላይ ሙሉ ትኩረት አደርጋለሁ::				

ስለችብብርዎ አመሠግናለሁ ።