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SCHOOL OF GRADUATE STUDIES

FACULTY OF BUSINESS

**EFFECT OF EMPLOYEE ENGAGEMENT ON EMPLOYEE MOTIVATION: THE
CASE OF NIB INTERNATIONAL BANK**

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List of Acronyms

PE: Physical Engagement

EE: Emotional Engagement

CE: Cognitive Engagement

EM: Employees' Motivation

SPSS: Statistical Packages for the Social Science

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Abstract

The aim of this study is to examine the effect of employees' engagement on employees' motivation at NIB International Bank. To succeed the objective of this research, the researcher used quantitative data. The study used stratified sampling technique because of the population was not homogenous; it divided into two groups called clerical and professional staff. From all clerical and professional staff that are working in whole Addis Ababa branches 316 employees selected as a sample using the equation of Yamane (1967). Primary data showed nearly equal gender representation in the workforce, with 160 male workers and 156 female workers, with 50.6% being male and 49.4% being female. The SPSS results showed that the 316 employees polled had a mean physical engagement of 4.31 and a standard deviation of 0.64. This suggests respondents were physically active, 316 employees questioned had a mean of 4.01 and a standard deviation of 0.85 for emotional involvement, and cognitive engagement among 316 employees averaged 4.11 and a standard deviation of 0.75. The mean employees' motivation score were 3.25, standard deviation 0.78. The data from SPSS also revealed that physical engagement, emotional engagement, and cognitive engagement were the independent variables that predict 39.9% of the effect on the dependent variable called employees' motivation. The SPSS results showed that physical engagement had a significant effect on employees' motivation with a standardized β coefficient value of 0.483, while emotional engagement had a significant effect with a standardized β coefficient value of 0.216. Cognitive engagement had no significant effect on employees' motivation due to p-value greater than 0.05.

KEYWORDS: Employees' Engagement, Physical Engagement, Emotional Engagement, Cognitive Engagement, and Employees' Motivation

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CHAPTER ONE

INTRODUCTION

This chapter focuses on the study's background and provides an overview of the bank's profile. Furthermore, it includes the study's goals, extent, inquiries, hypotheses, constraints, importance, and definition of operational words.

1.1 Background of the Study

According to Aon Hewitt (2015), engaged employees characterized by three potent terms this are say, stay and strive. Say refers to praise the company in front of their coworkers, prospective hires, and clients. Stay refers to demonstrate a strong sense of affiliation and a strong desire to be a part of the company. Strive refers to demonstrate motivation and effort in order to succeed in their roles and for the benefit of the business.

According to the findings of the study conducted by Azis et al. (2019), leaders who possess vision, concern, and the ability to communicate effectively are able to motivate employees to go beyond just what expected of them. In the opinion of Stoyanova and Iliev (2017), there is no universally successful approach to boost employee engagement and motivation. In order to foster an engaged workforce, environments that support performance, growth, and recognition must established. Nevertheless, that is not all that is required for engagement to occur. As per Aon Hewitt's concluding remarks, leaders also have a major responsibility to play in fostering a culture that transforms and aligns workers, programs, and infrastructure to propel a consistent set of morals, judgements, and habits within an organization.

According to Prasadjaningsih and Alexandra (2022) say that every business wants productive employees because they can accomplish organizational objectives and feel valuable enough to commit resources in the form of human capital. However, hoping for productive workers alone will not be enough to help the company achieve its goals. According to Aon Hewitt (2015), the most successful businesses create and maintain an engaged culture, driven by CEOs who recognize that employee engagement is essential to achieve business objectives rather than merely being a "nice to have."

Many experts have studied the relationship between employee engagement and motivation. Because of this, many researchers have found that motivation and employee engagement are two sides of the same coin. In order to give credit to the academics who investigated this subject, employee motivation and engagement covered below. The study

conducted by Susita et al. (2021) demonstrates that heightened employee motivation leads to greater engagement among staff members, ultimately resulting in improved employee performance. Africa and the Middle East, which have the second-highest workers' engagement rates (67%), after Latin America, have experienced significant unpredictable rapid change over the past five years, with rates rising 14 points in the last two years alone, according to excellent research by Aon Hewitt (2015).

The study (Alrowwad et al., 2018) discovered a favorable correlation between organizational success and motivating factors that influence employee engagement. These factors include leadership, opportunity for growth and development, decision-making authority, and fair treatment. A study conducted by Azis et al. (2019) found that employees who observed their immediate supervisors as following a style of leadership that promotes change are more likely to be inspired and dedicated to the company, ultimately leading to higher rates of engagement. Effective leadership is widely recognized as crucial for enhancing employee engagement (Stoyanova & Iliev, 2017).

In the words of Ahmed et al. (2014), employee motivation is an extremely significant part for companies, because it can make employees better and help the company reach its goals. Arifin et al. (2020) concluded that the ideal mediator between intrinsic motivation and employee performance is employee engagement. Additionally, the direct impact of organizational culture on worker performance is less significant than the indirect one. Therefore, it can further deduced that both organizational culture and employee performance will partially mediated by employee engagement. The findings of the study (Tsvangirai & Chinyamurindi, 2019) show that motivation highly swayed the connection between worker engagement and organizational management.

An employee's complete focus during work hours must have a purpose. Jobs that are stimulating, meaningful, and give employees the freedom to decide how things done as well as what has to done are intrinsically interesting (Prasadjaningsih & Alexandra, 2022). It is useful to understand how employee engagement and motivation affect organizational success. Many academics have stated that this works in real-world scenarios. Because they carried out in the "actual" world of occupation, studies on employee engagement regarded as quite credible by management according to Carter et al. (2016).

Prasadjaningsih and Alexandra (2022) stated that employee engagement could assist your organization in achieving its mission, executing its strategy, and generating important business results. People come to work to do job. The majority of their time at work spent on their job. Siswanto et al. (2021) said that individuals are going to actively participate and communicate through emotional, cognitive, and physical means during the execution of their job responsibilities. Consequently, this results in a substantial amount of success for the company. If the management office performs an outstanding job with regard to the performance, engagement, and motivation of the staff. Azis et al. (2019) implied organization requires a novel method that can serve as the basis for fostering robust employee involvement.

The study conducted by Casey and Sieber (2016) asserts that a considerable proportion of employees globally lack an awareness of value in their work, leading to unusually low degrees of motivation and engagement.

1.2 Background of the Bank

According to the Commercial Code of Ethiopia and the Proclamation for Licensing and Supervision of Banking Business Proclamation no. 84/1994, Nib International Bank (NIB) established on May 26, 1999, with 717 shareholders and a paid-up capital of Birr 27.6 million and an authorized capital of Birr 150 million. The Bank hired 27 people when it first opened its doors on October 28th, 1999. It entered the banking sector as the sixth licensed private bank in the nation.

Its vision is to be an icon of service excellence and a leading commercial bank in Ethiopia. Mission of NIB bank is to provide customer focused, and innovative banking services through motivated staff and state of the art technology. Transparent, accessible, teamwork, accountable, results-oriented, and innovative are among the values of NIB international bank. The motto “**TATARI**” is the combination of the first word of its core values.

1.3 Statement of the Problem

According to Albrecht et al. (2015), engagement must purposefully incorporated and reinforced throughout processes, procedures, and systems for choosing, socialization, evaluation, coaching, and development of human resources.

There is also a need for transparency, which is extremely important for engagement to occur among workers, such as setting and conveying precise objectives as well as establishing defined duties and restrictions for staff members (Bergström & Martinez, 2016). As information,

sharing improves efficiency (Zafar et al., 2014). An organization must plan strategic management for employee engagement and motivation; otherwise, success cannot be achieved merely.

Additionally, the study by Acharya and Anand (2020) demonstrated that organizations must work on prospects at work, social life space, constitutionalism, employment conditions, capability usage, salary, and socialization because all have a favorable association between quality of work life and employee engagement. As per the study conducted by Islam (2021), the leadership team of the bank ought to organize various kinds of interpersonal events, such as seasonal games (sports), backyard barbecues, music, and so on, because they foster a sense of camaraderie and teamwork among the staff members.

Pay and perks are less important in keeping employees engaged. According to Acharya and Anand (2020), quality work life is a notion that is strongly tied to building a pleasant place to work so that quality of work life can be harmonious between job and private life. However, a bad work environment can be caused by a number of things, including ineffective communication among co-workers and with employers, excessive employee turnover, micromanagement, burnout, network disconnection and stress. If these problems are allowed to continue, even highly engaged workers will get disinterested in their jobs and, in the end, will quit your company if changes are not made. As of this issue may lead employees less motivated and engaged to their jobs.

So, working on internal factors changes, such as those that start in personnel's thought processes and adapt continuously in production processes, organizational structures, and visions and strategies, is necessary to promote long-term viability, social responsibility, staffs' motivation, and employees' engagement (Casey & Sieber, 2016). Tampubolon (2016) suggested that employee engagement ought to be an ongoing endeavor involving training, enhancement, and implementation. Nevertheless, there is a gap in case of NIB bank which there were nothing ongoing training to engage and motivate the personnel as of the researcher's primary data indicates.

As described by Chandani et al. (2016), engaging employees is a process that extends over a long period and is unable to obtain through a single training session, regardless of how high the quality of the program may be. The primary data collected by the researcher indicates that, with the exception of the seasonal training provided to employees by the NIB bank, there

are no other events of this kind provided to employees. This may not contribute significantly to the level of engagement and motivation that employees feel.

The NIB Bank had difficulties in the 2022/23 fiscal year from both internal and external forces, which had an impact on the Bank's engagement and motivation as whole in numerous areas (Source: NIB Bank's annual Report, 2022/23). However, not all gaps from the internal and external factors covered detailed in the report; the researcher's primary data also indicates that there is a lack of human resources in some branches, frequent network outages, and ineffective communication with employers about job performance, all of which contribute to employees' engagement and motivation.

1.4 Research Questions

1. What is the effect of physical engagement on employees' of NIB bank motivation?
2. What is the effect of emotional engagement on employees' of NIB Bank motivation?
3. What is the effect of cognitive engagement on employees' of NIB bank motivation?
4. Which one of independent variable affect employees' motivation more?

1.5 Objectives of the Study

1.5.1 General Objective

The overall goal of this study is to evaluate the effect of employees' engagement on employees' motivation at selected NIB Bank branches.

1.5.2 Specific Objectives

1. To examine the effect of physical engagement on employees' of NIB bank motivation.
2. To describe the effect of emotional engagement on employees' of NIB Bank motivation.
3. To explain the effect of cognitive engagement on employees' of NIB bank motivation.
4. To identify which independent variable affect employees' motivation more.

1.6 Research Hypothesis

H₁: There is significant effect of physical engagement on employees' motivation.

H₂: There is significant effect of emotional engagement on employees' motivation.

H₃: There is significant effect of cognitive engagement on employees' motivation.

1.7 Significance of the Study

The study evaluate, sums up, and exhibits the general employees' engagement and motivation level of representatives. This assistance allow the bank to have sufficient data about its workers' engagement and motivation because the study's findings provide sufficient information for the Bank's Human Resource Management (HRM) faculty.

1.8 Scope of the Study

This study covered 316 employees of Nib Bank in Addis Ababa. The study were lookout the effect of employees' engagement on their motivation. The study analyzed the inclusions of employees from chosen branches except employers and managerial staff. This study were only center on bank's employees from clerical and professional staff members. Totally, this research were not embrace employees from non-clerical. This study conducted during the year 2023/24 to examine the effect of employee's engagement on the bank's staff motivation.

The primary goal of this research were to examine employees' engagement effect on motivation. In order for the research to be valid, questionnaires were developed regarding employees' physical, emotional, and cognitive engagement and their motivation.

1.9 Definition of Operational Terms

This study use operational terms called engagement and motivation.

- **Engagement:** in this study were refer to how employees feel about their job, their organization, and their managers; which used to analyze whether they are physically, psychologically, mentally, and cognitively tied to their job, their company, their managers, and their fellow employees positively or not.
- **Physical Engagement:** Evangeline and Ragavan (2016) propose that physical engagement is the ardent and enthusiastic state of mind that somebody experiences in relation to his or her profession.
- **Emotional Engagement:** Emotional engagement is the perspective of individuals on the organization, which encompasses their feelings of energy and pride in their vocation and firm (Renninger et al., 2018).
- **Cognitive Engagement:** An individual's degree of attention to an assignment, together with their dedication and/or readiness to put in effort to learn new material and talents, described as their cognitive engagement (Renninger et al, 2018).

- **Motivation:** in this study were refer to any opportunity at work provided for employees to motivate them at work and the purpose of their bank, whether it makes them motivated or not. The process of motivating employees by providing them with benefits in order to achieve the intended results of the corporation they work for referred to as "employee motivation" (Zafar et al., 2014).

1.10 Limitation of the Study

Some employees, due to the amount of work they have to do and the fact that they do not have any spare time, respond to all of the items on the questionnaire by marking the same box. This, according to the observations of the researcher, also results in a high degree of dispersion in the findings.

1.11 Organization of the Study

This study encompasses five chapters. Chapter 1 provides a comprehensive overview of the study's topics, including its objectives and the specific concerns that examined. Chapter 2 presents the scholars' arguments regarding the variables of the study, together with the conceptual framework and explanations of the study's operational terms. Chapter 3 provides an explanation of the research approach and design employed in the study. Additionally, it discusses the target population and sample used in the study. Chapter 4 presents the research results using visual representations such as graphs and tables. Finally, chapter five provides a concise review of the study's findings, along with the conclusion and recommendation.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

This chapter focuses on the scholarly arguments pertaining to the variables of the study. This chapter comprises seven subtopics that discuss the definition of employees' engagement and motivation, physical engagement, emotional engagement, cognitive engagement, the relevance of engagement, and an empirical literature evaluation for both variables. In addition, the researcher's hypotheses were formed based on the scholars' argumentative conclusions.

2.1 Definition of Engagement and Motivation

Numerous scholars have attempted to define engagement and motivation in a manner that is consistent with the work of previous researchers; however, the definitions of these concepts are defined in various ways.

. According to Susanto et al. (2023), employee engagement described in a broad sense as the degree of devotion and involvement that workers develop with regard to the business and the norms that it upholds. According to Evangeline and Ragavan (2016), employee engagement may defined as the dedication and emotional connection that an individual or team has regarding his or her organization.

According to Riyanto et al. (2021) arguments engagement refers to the dedication, enthusiasm, and active involvement of employees who choose to stay with the organization. It encompasses their dedication, positive morale, and willingness to participate in organizational activities. Engagement is a crucial aspect in the field of management, as it affects the overall performance and success of the business.

As Arifin et al. (2020) said, a positive attitude or behavior toward one's work and organization, known as employee engagement, is typified by feelings of boldness, perseverance, and passion for achieving organizational objectives and accomplishments. In addition, employee engagement is a pleasant, fulfilled mentality that is concentrated on one's own job and is marked by energy, devotion, and complete attention (Vyas-Doorgapersad, 2024).

Within the context of a company, employee engagement refers to a form of employee interaction (Niati et al., 2022). Azis et al. (2019) identified that a key factor driving pleasant experiences referred to as the level of engagement. In addition to this, employee engagement is mostly a matter of preference that cannot coerced; it begins with the worker's job experience (Sun, & Bunchapattanasakda 2019). Evangeline and Ragavan (2016) describe engagement as a

level of involvement that surpasses mere dedication, representing an intense sense of attachment regarding one's employment. Supporting this argument, Chopra et al. (2023) said employee engagement is a metric that may use to evaluate an individual's level of connection with the organization. According to Ahmed et al. (2014), motivation is the power that propels the energy that already lives within an individual to perform actions in a manner that aimed for.

The term "motivation" originated coming from the word "motive," and the definition of the term "motive" is the demands, aspirations, and requirements of an individual or a member of staff (Islam, 2021). As defined by Zafar et al. (2014), motivation is a psychological trait that heads an employee to take action in the direction of achieving an objective they want to accomplish. The term "employee motivation" refers to the process of motivating employees via supplying them with benefits for achieving the desired outcomes of the business they work for (Zafar et al., 2014). Employee motivation encompasses the process of fostering an optimistic and enthusiastic mindset among employees towards the organization and its objective (Shaaban, 2018). Engagement is the result of a culture of wellness and people who feel inspired to do the work they do (Evangeline & Ragavan, 2016). Employee engagement pertains to the psychological encounters of individuals that influence their job activity and conduct (Osborne & Hammoud, 2017).

2.2 Physical Engagement

Physical engagement includes the worker's implication towards his/her working area and the company itself. Once employees physically engaged, they feel positive and become motivated to do their daily job. Supporting this argument Evangeline & Ragavan (2016), suggest that engagement refers to the intense and enthusiastic mood that an individual enjoys in relation to their profession. In order to attain employees' motivation levels, it is necessary to identify them and develop initiatives that will encourage their proactive engagement (Nayir, 2017).

Employees feel physically engaged to their job when their employers take care and treat them positively which makes them motivated while they doing their office work. As the study conducted by Wardini and Nawangsari (2021) indicates that, the branding of employers exert a substantial influence on employee engagement. Physical engagement also embrace recognition that employees receive from their employer. This can boost their engagement and help them to work in sense of motivation.

According to Aon Hewitt (2015), among one of the top engagement driver were recognition, which directly help the worker to be motivated while they are doing their tasks. Physical engagement is the result of a culture of wellness and people who feel inspired to do the work they do (Evangeline & Ragavan, 2016). Employees' physical engagement pertains to the psychological encounters of individuals that influence their job motivation (Osborne & Hammoud, 2017).

Hypothesis 1: There is significant effect of physical engagement on employees' motivation.

2.3 Emotional Engagement

Beyond physical engagement, also emotional engagement is a significant factor that affect employees' motivation. Because emotional engagement can construct and keep tied the employees with their job, their manager and their company, it plays a substantial role in employees' motivation. Employees that emotionally engaged are substantially motivated to invest in their effort to complete their responsibility (Shuck et al., 2017).

Emotional engagement pertains to individuals' views towards the organization, encompassing their emotions of excitement and pride in their profession and company, which they are able to actively participate in (Renninger et al., 2018). The findings of Arguedas et al.'s (2016) study indicate that employees who possess emotional self-awareness are more likely to experience improvements in their motivation.

As the study by Krishnaveni & Monica (2018) suggest that workers have greater chance to be motivated if they have an emotional engagement to their work. According to (Nayır, 2017) study suggestion, workers that express emotional involvement have a sense of belonging to the firm, are motivated to work hard and learn new skills, and can feel either positive or negative feelings toward the company and their coworkers.

When employees emotionally engaged they feel about their job and their company interested, energetic, proud, and excited. Emotional engagement support positively those employees to be motivated at their business and job activities (Mastuti et al., 2024). Emotional engagement hold their motivation while they do their tasks, which it has direct effect on employees' motivation.

Hypothesis 2: There is significant effect of emotional engagement on employees' motivation.

2.4 Cognitive Engagement

Cognitive engagement is a term used to characterize an individual's level of attention to an assignment, as well as their dedication and/or readiness to put in effort to learn novel material and abilities (Renninger et al., 2018).

Cognitive engagement directly related with employees focus and attention they have while they doing their job. So, when employees focus on their job they likely motivated because employees who cognitively engaged with their work and organization report reduced levels of stress and better level of motivation (Mastuti et al., 2024).












Employees that cognitively engaged are far more motivated to invest in their capacities, talents, and understanding to complete duties (Shuck et al., 2017). Workers that demonstrate cognitive engagement driven because they have a strong desire to learn, take on difficult assignments, are conscious of their objectives and successes, and can exercise self-control (Nayir, 2017).

Hypothesis 3: There is significant effect of cognitive engagement on employees' motivation.

2.5 Importance of Engagement

The importance of employee engagement for the organization is that it helps organizations for achieving their goals and use of their Human Resources capacity to reach their desire. Employee engagement is a popular topic on the human resources department objectives these days (Acharya & Anand, 2020). Today, employee engagement is the most needed thing in the human resource management sector because many scholars have found that it has a positive impact on organizational growth.

Fig 2.1 Trends of Employee Engagement

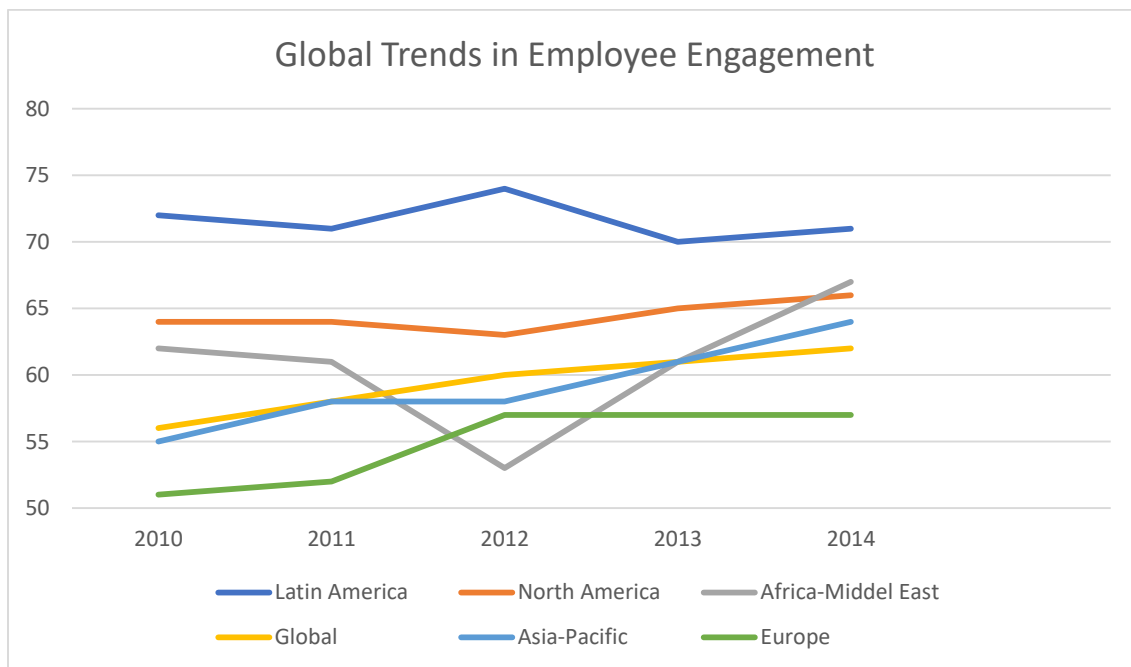
Africa-Middle East 2014 Engagement	
Top Engagement Drivers	Largest Work Experience Changes
Career Opportunity  +5	Innovation  +11
Employee Value Proposition (EVP)  +2	Communication  +10
Recognition  +5	Leadership  +6
HR practice  -24	Resources  -13
Pay  0	People Focus  -13
	HR Practices  -24

(Source: Aon Hewitt (2015))

However, to happen engagement among workers' organizations need to work on Quality of Work Life (QWL). Because employees will not do their jobs or duties to the maximum of their capabilities in the absence of a safe work environment because their fundamental requirements will be unmet (Bergström & Martinez, 2016). The study conducted by Azis et al. (2019) demonstrated that employees who possess a strong affective commitment have a sense of duty to actively participate in company operations and work towards fulfilling the desired outcomes of their company. The scholars Acharya and Anand (2020), emphasized the significance of Quality Work Life for staff members, as it enables them to cultivate a positive mental state in their professional domain, hence maximizing their capabilities and contributing to the organization's growth.

According to Mehrzi and Singh (2016), the extent of staff engagement is critical to the success and sustainability of a business. Because employees who are engaged have a positive disposition regarding their coworkers, consumers, and the company in general (Bhuvanaiah, 2014).

Fig 2.1 Trends of Employee Engagement



(Source: Aon Hewitt (2015))

According to Bhuvanaiah (2015), engaged employees contributes to organization becoming a thriving one because they are pleased, engaged in, imaginative, and well performing, with right physical and mental wellness. Engagement among workers had a good and substantial

bearing on employee performance (Tampubolon, 2016). From Chandani et al. (2016), employee engagement leads to a decrease in staff intentions to leave their current companies and a rise in creativity tied to their professional activities. In addition, Ariani (2015) said that people who have productive collaboration with each other will feel like the other people in the company care about them, endorse them, and permits them.

2.6 Intrinsic and Extrinsic Motivation

By Turner (2017), extrinsic motivation often employed to lure personnel. In line with the findings of Tannady et al. (2020), each extrinsic parameter has an encouraging and statistically significant impact on employee engagement and work motivation, both partially and simultaneously. Execution of tasks favorably connected with both intrinsic and extrinsic motivation (Makki & Abid, 2017). According to Şenol (2014), intrinsic motivation factors have described as an intriguing job, job freedom, a feeling of success, receiving attention, recognition, and comments, in that order. Staff engagement boosted by motivational attributes, according to Almawali et al. (2021). Creativity among workers modulated the connection regarding intrinsic motivation and employee engagement (Ghosh et al., 2020).

In Şenol's (2014) study, employment safety and intrinsic motivation counts are the dependent and independent variables, respectively. Thus, this research examines how dependent variables (employment safety) which thought to influence by independent variables (intrinsic motivation counts) affect employees' motivation. Pura (2022)'s results, intrinsic motivation is more important than work environment in keeping employees involved in their work. Bergström and Martnez (2016) study, suggest that managers have to take into account intrinsic motivation to possess a bigger effect on the psychological facets of employee engagement. On the contrary, Engidaw (2021) reached the conclusion that the impact and correlation of extrinsic motivation on employee engagement more pronounced than those of intrinsic motivation did. The findings of the Shaaban (2018) study also indicate that extrinsic motivation is far better than intrinsic motivation in fostering organizational citizenship behavior (OCB) among employees.

The study conducted by Evangeline and Ragavan (2016) reveals that both intrinsic and extrinsic motivational elements serve as essential in engaging employees, serving as powerful instruments for employee engagement. In the opinion of Pura (2022), focusing on developing intrinsic motivation in employees would prevent the unjust extrinsic rewards mechanism, in which people are primarily motivated to perform because of monetary incentives or fear of

losing their employment. Employee engagement significantly and positively impacted by inspiration or motivation (Wardini & Nawangsari, 2021).

According to Pura (2022)'s idea, intrinsic drive should be the driving force for engagement. This does not necessarily imply that rewards inspire us to be involved in our work. Communication plays an indispensable part in motivating individuals, fostering reliability, establishing a collective sense of self, and promoting active participation. There are two big categories of motivational causes, which make employees engaged.

Table 2.2 Overview of the motivational causes

Motivational Factors	
Intrinsic Factors	Extrinsic Factors
Satisfaction among staff members	Work Environment
Relationship with boss	Company Policies
Associations with workers	Educational Opportunity and Professional growth
	Salary

(Source: Bergstrom & Martinez, 2016)

2.7 Empirical Literature Reviews on Employee Engagement and Motivation

According to the Bergström and Martnez (2016)'s primary data, managers frequently regard their staff as engaged, since employees enjoy their work but not when they get something out of it. Employees remain more active when they view their employment to be pleasurable and relevant.

Disengaged personnel, on the other hand, do what they instructed and are unlikely to willingly accomplish extra duties or engage on various roles. Osborne and Hammoud (2017) concluded that adopting successful employee engagement approaches can lead to enhanced worker motivation.

Positive work environment, which means that there is a good relationship among coworkers and employees with employers, a safe and comfortable workplace, and a total organizational good culture of work. Acharya and Anand (2020) present proof for the connection among quality of work life, employee engagement, and employee motivation in encouraging and upholding a positive work environment.

Concurrently, administration, inspiration, and work environment shape motivation by 68.1%; on the other hand, employee engagement is altered by motivation, administration, work environment, and inspiration simultaneously by 76.2% (Tannady et al., 2020).

Employee engagement influenced by the level of motivation among workers, which connected to the relationship between flexible work schedules and their work environment (Setiyani et al., 2019). If there is a good and pleasant work place or total working environment, there will be employee engagement because the summarized correlation data by Acharya and Anand (2020) shows that quality of work life and employee engagement have a favorable association.

A worker's degree of engagement determined by how well they can exert influence over their own behavior and objectives (Osborne & Hammoud, 2017).

The results obtained by Singh (2016) from the participants indicated that 34% of them were engaged in their work, 11% considered money as a motivation, 22% valued a culture of dignity, confidence, and rapport, 21% valued acknowledgment, and 12% valued freedom. The results point to motivation among staff members molded by a blend of management-related elements (such as acknowledgment, freedom, and engagement in the responsibility itself, accounting for 67% of the effect) and organizational culture-related factors (such as dignity, confidence, and a rapport, accounting for 22% of the influence). Based on a study by Shaheen and Farooqi (2014), commitment from staff, employee engagement, and staff participation all positively correlated with employee motivation.

Engagement occurs not because the organization provides rewards or other methods such as participating employees in Corporate Social Responsibility (CSR), but rather because of something directly tied to the job itself. According to the findings of the Slack et al. (2014) study, there are personnel who completely engage, individuals who notice no value in Corporate Social Responsibility involvement at a company level, as well as people who prioritize interpersonal engagement with corporate social responsibility out of their work environment. On the contrary, research by Rupp et al. (2018) indicates that staff engagement at work will be more robust so long as they experience a greater degree of corporate social responsibility.

Also according to the findings of the Bergström and Martnez (2016) study, external inducement is pertinent to employee engagement, however in lesser degree psychologically, instead of in the context of the entire offering that the business and the management furnish to

each employee. The analysis undertaken by Keršule (2018) shows also that there exists a positive association between the degrees of engagement and the measures of employee devotion and dedication.

Uguw et al. (2014) conducted multilevel regression testing on 715 employees from seven commercial banking institutions and four pharmaceutical firms in southeastern Nigeria who participated in the survey; trust in the company and mental empowerment were found to be the factors of occupational engagement. Based on the findings of Riyanto and Herlissha (2020) data using the method of multiple linear regression, it seems that for those who work for the business's computer program writers in Jakarta, engagement with work has a beneficial and noteworthy effect on attempts to improve the performance of staff members and their motivation. Job relevance, according to Kordbacheh et al. (2014), is the result of job satisfaction and job position matching, both of which have a bearing on employee engagement.

As per the research conducted by Albrecht et al. (2018), there exists a clear connection between organizational engagement climate and all six aspects of company assets pertaining to human resources practice: senior management, transparency of the company's objectives, the company adaptability, alignment with strategic objectives, and autonomy within the company. Besides delivering HRM activities, HR plays a key role in creating an environment that enhances employee engagement and motivation, allows employees to make the best use of their abilities, understands their capacity, and attains satisfaction through their job (Armstrong & Taylor, 2014, p. 38).

As stated by Stannojevskas et al. (2016), the results of their study suggest that higher levels of motivation will end up in increased worker engagement, greater amounts of devotion from upper leadership, a greater concentrate upon customers, increased knowledge transfer that will boost the quality management system frequently, and a general surge in the performance of the company. It is clear that the transmission of knowledge has an effect on the motivation of workers based on the result from the study by Zafar et al. (2014).

2.8 Conceptual Framework

Employee engagement affects employee motivation, as many scholars remark that both are positively or negatively related and affect one another based on the situation in that particular organization.

The bank employees' engagement in their job physically, cognitively, emotionally, which leads them to be motivated or demotivated based on the situation at hand.

In this study, the two variables, which are employee engagement and employee motivation. The effect of employee engagement on employee motivation were figure out in conceptual framework below.

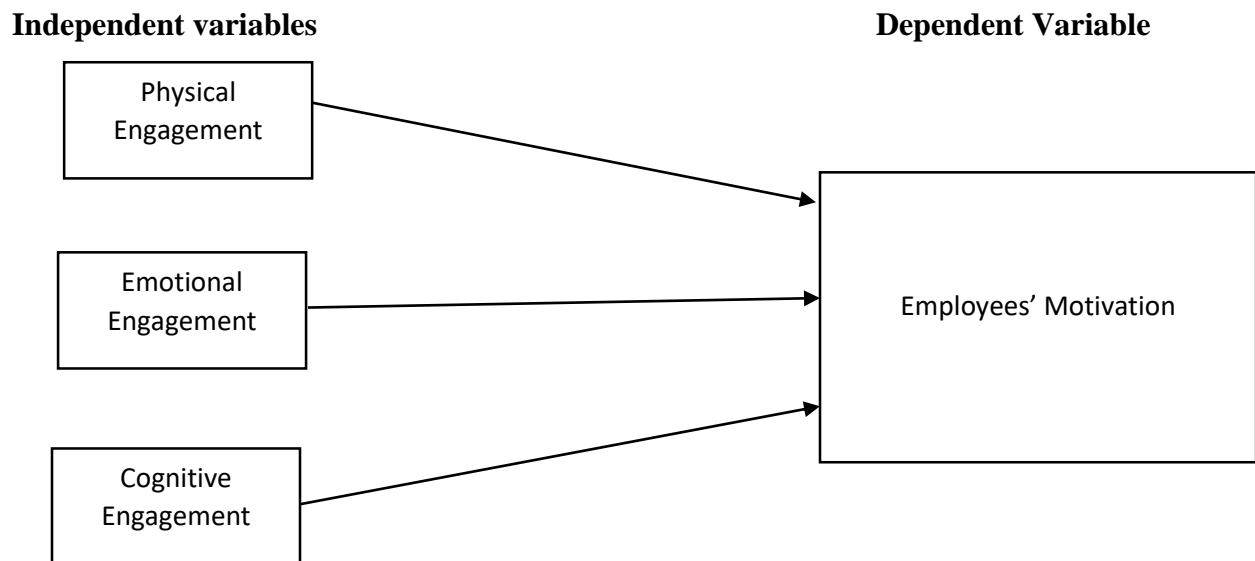


Fig 2.2 Conceptual Framework

(Source: The Researcher's Own Conceptual Framework)

CHAPTER THREE

RESEARCH METHODOLOGY

All systems and techniques used to lead examination might alluded to as research approaches. Accordingly, research strategies or techniques connect with the methods that specialists utilize while directing exploration exercises. To put it another way, a researcher's research methods are the strategies he or she uses to investigate a topic (Kothari, 2004, pp. 7–8).

3.1 Research Approach

This research used of quantitative methods for the purpose of examining the effect of engagement on motivation among employees, as well as providing a numerical description of that effect. According to Kothari (2004, pp. 3), quantitative approach relies on how to gauge the impact of quantity or amount. This concept is relevant to phenomena that can be represented quantitatively.

3.2 Research Design

This study adopted two technique known as explanatory and descriptive research to investigate the effect employee engagement on employee motivation, as indicated by Kohtari (2004, p. 2), the primary aim of descriptive research is to describe the current condition of events. In addition, explanatory investigate what effect and cause happening between the two variables.

3.3 Population and Sampling

NIB Bank has 1,510 non-managerial employees working in all of its locations in Addis Ababa (Source: from NIB Bank HR Department, head office). The remaining 352 employees are professional staffs, while there are 1,158 clerical staff members out of 1,510. Therefore, the population that targeted for this study were consist solely of non-managerial staff members (1,510), specifically those who work in clerical and professional positions. This is because the purpose of the study is to assess the level of engagement and motivation that employees have with their organization and managers, rather than directly evaluating managerial staff members.

3.3.1 Sampling Technique

The study employed the technique of probability sampling, which based on the concept of stratified sampling because the study include employees from clerical and professional staffs. A representative sample acquired by means of stratified proportional at or during the time that the target audiences sampled is not a homogeneous group. Therefore, the population divided into

a number of distinct, non-overlapping sub-populations or strata using this method, and sample items were choose from each stratum. As (Kothari, 2004, p. 16) demonstrated that, the whole methodology, starting with separation and finishing with straightforward irregular inspection alluded to as stratified random sampling on the off chance that the things chosen from every layer depend on basic simple random sampling.

3.3.2 Sample Size

To figure the representative size, I utilize the equation of Yamane (1967). The advised level of confidence for business research is 95%, with a 5% sampling error.

$$n = N / (1 + N(e)^2) = 1,510 / (1 + 1,510(0.05)^2) = 316$$

Where; “N” is the population size, “n” is the sample size, “e” is a sampling error.

The proportionate stratified random sample will obtained using this formula:

$$nh = (Nh/N) * n = (352/1510)*316 = 74 \text{ \& } n = (1158/1510)*316 = 242$$

Where; “N” is the population size, “n” is the sample size, “Nh” is population size for stratum h.

Table 3.1 Sample Size

Stratum	Population (Nh)	Sample Size (nh)
Professional Staff	352	74
Clerical Staff	1,158	242
Total	1,510	316

Accessed; from NIB Bank HR Department, head office (as of December 21, 2023)

3.4 Data Type and Sources

This research used of both primary and secondary sources of data in order to accomplish both the broad purpose of the study as well as the specific objectives that have been set for it. The primary data collected from the target audiences through the questionnaires, researcher observations, direct interviews, and communication through phone calls. The secondary sources consist of the annual report from NIB Bank and academic research publications.

3.5 Method of Data Collection

The necessary information gathered for this study with primary data and secondary data, which collected through surveys, observations, and analysis of secondary data. As stated by Kothari (2004, p. 16), two categories of data, primary and secondary, should keep in mind by the researchers when they choose the technique of data collection to be employed for the study. There are five components to the data collection tool: Portion I asked three questions, which are

about employees' demographic characteristics. Portion II comprised sixteen inquiries, which are about employees' physical engagement. Portion III have four statements about respondents' emotional engagement. Portion IV have three statements about employees' cognitive engagement. The last portion V contains statements regarding employees' motivation.

3.6 Method of Data Analysis

The respondents' engagement and motivation were probed. Each piece of feedback given a score based on the answers to this questionnaire. An extremely disengaged and demotivated employee indicated by a tick of one, while a highly engaged and motivated employee indicated by a tick of five. The researcher carefully reviewed and analyzed each response to the statements. After using the data collection method, the researcher also analyzed the audience's data using the mean, frequency, percentage, standard deviation and regression analysis.

The study utilized statistical measures such as the mean, frequency, percentage, standard deviation, regression and correlation to convey outcomes through tables and graphs. Generally, the study used explanatory and descriptive data analysis techniques in order to address the research's general objective and specific objectives.

3.7 validity and Reliability

Both the methods of analysis that are utilized plus the analysis of the data should be appropriate. The evaluation of the information must be good enough to disclose its significance. (Kothari, 2004, pp. 20) said that it is the responsibility of the researcher to thoroughly examine the reliability and validity of the data. Therefore, the researcher utilized the assistance of the adviser in order to verify the validity of this research in terms of its significance conciseness, sense, and relevance, as well as to ensure that it is linked with the objectives of the study.

In order to assess the reliability of the variables, the researcher employed internal consistency reliability analysis using Cronbach's alpha. When α is greater than or equal to 0.9, the internal consistency is considered excellent. If α is between 0.9 and 0.8, it is considered good. If α is between 0.8 and 0.7, it is considered acceptable. A value of α greater than 0.6 but less than or equal to 0.7 indicates that something is doubtful. On the other hand, a value of α less than 0.5 indicates that something is unacceptable.

The table below shows that all variables except PE scored above 0.9 internal consistency which considered as excellent and the one variable PE scored in between 0.9 and 0.8 considered as good.

Table 3.2 Cronbach's Alpha

Variables	Cronbach's Alpha	No of Items
PE	.872	16
EE	.919	4
CE	.902	3
EM	.936	18
Total		41

(Source: the researcher's primary data)

3.8 Ethical Considerations

The data presented in this study includes both primary and secondary sources, which been appropriately attributed and recognized. All sources utilized in this study are legitimate and valid, as they obtained from reputable journals, bank reports, and bank personnel. The research presents the results, analysis, conclusion, and recommendations derived from the original thesis work, conducted under the guidance of my advisor and utilizing the SPSS software.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND INTERPRETATION

The primary aim of this study was to evaluate the impact of employee engagement on staff motivation at NIB International Bank. The current workforce of NIB bank, including personnel at the head office and branches in Addis Ababa, is 1,510. Out of this total, the sample size computed using the Yemane method is 316, which is the target population for this research. All participants completed the questionnaire that I designed for this research, and the subsequent findings are reported below.

4.1 Response Rate

More information on the gender frequency of employees, the number of years of experience they have, and the role they now hold is provided in the table below.

Table 4.1 Demographic Data of Respondents

Gender	Frequency	Percentage
Male	160	50.6%
Female	156	49.4%
Total	316	100%
Years of Experience	Frequency	Percentage
1 Year	51	16.1%
2 Years	29	9.2%
3 Years	41	13.0%
4 Years	35	11.1%
5 Years	17	5.4%
Above 5 years	143	45.3%
Total	316	100%
Role	Frequency	Percentage
Professional	74	23.4%
Clerical	242	76.6%
Total	316	100%

(Source: The researcher's primary data computed by SPSS software version 26)

Based on the findings collected from the primary data, it can be concluded that the number of employees belonging to both genders is almost equal. The total number of male

workers is 160, while the number of female workers is 156. If we compare this result to a percentage, we find that 50.6% of the people are male and 49.4% are female.

There is a difference between workers with more than five years of experience and those with one to five years of experience, according to the primary data on employees' years of experience. This suggests that although the bank hired fewer new workers overall, it did hire a small number of new staff. According to the number of employees, there are 51 employees with one year of experience, 29 with two years of experience, 41 with three years of experience, 35 with four years of experience, 17 with five years of experience, and 143 with more than five years of experience. Employees with one year of experience make up 16.1%, those with two years, 9.2%, those with three years, 13.0%, those with four years, 11.1%, those with five years, 5.4% and more than five years, 45.3%.

Professional workers make up 23% of the overall workforce, while clerical personnel make up 77% of the workforce. There are 74 employees that are professional and 242 clerical staff. Total becomes 316 clerical and professional employees currently working in NIB International Bank.

4.2 Descriptive Analysis of the Study

The following tables and figures display further information on the level of engagement and motivation exhibited by employees. Statistical data are shown in the tables and figures, which illustrate the mean and standard deviation, as well as the degree of engagement and motivation levels of the personnel.

Table 4.2 Employees' Engagement and Motivation Mean and Std. Deviation

Variables	Mean	Std. Deviation	N
Physical Engagement	4.31	0.64	316
Emotional Engagement	4.01	0.85	316
Cognitive Engagement	4.11	0.75	316
Employees' Motivation	3.25	0.78	316

(Source: The researcher's primary data computed by SPSS software version 26)

The physical engagement among the 316 employees surveyed had a mean of 4.31 and a standard deviation of 0.64, as the table above illustrates. This indicates that the respondents were very engaged physically. The emotional engagement among the 316 employees surveyed had a mean of 4.01 and a standard deviation of 0.85, as the table above illustrates. This indicates that

the respondents were very engaged emotionally. The cognitive engagement among the 316 employees surveyed had a mean of 4.11 and a standard deviation of 0.75, as the table above illustrates. This indicates that the respondents were very engaged cognitively. The average employees' motivation score is 3.25, standard deviation of 0.78, as the table above illustrates. This indicates that the respondents were less motivated as compare to the engagement's variables mean.

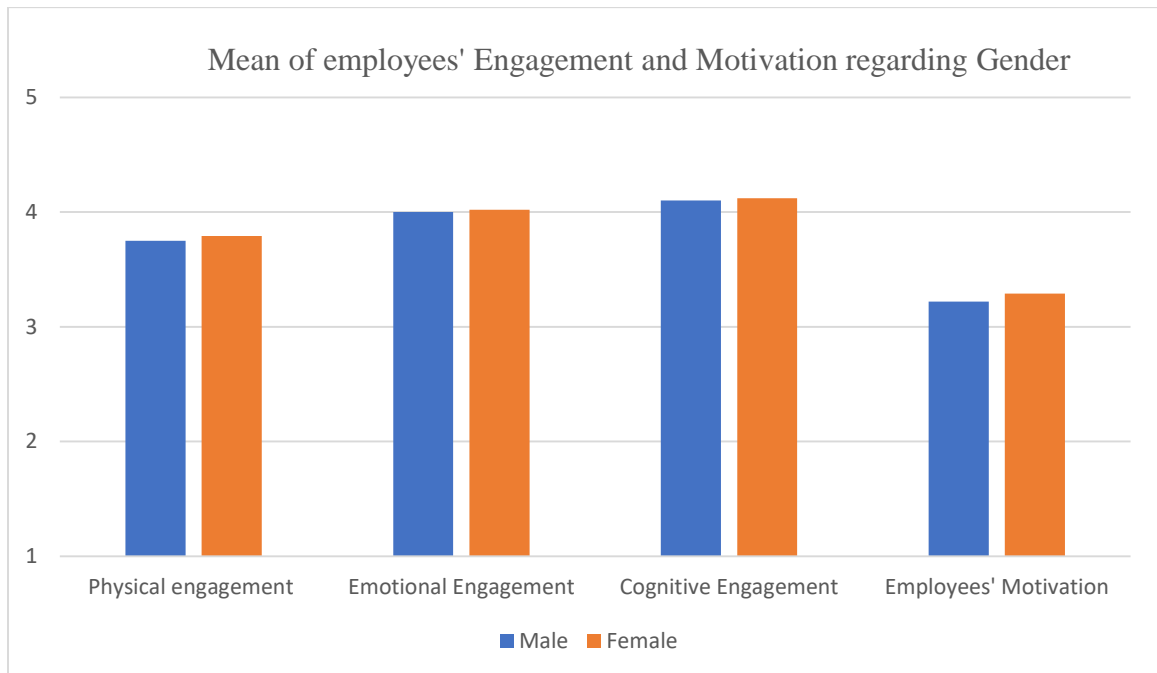


Fig 4.1 Employees' engagement and motivation mean by their Gender

In terms of physical engagement, emotional engagement, cognitive engagement, and employees' motivation, the average responses from both genders are almost identical. This indicates that male and female employees feel similarly engaged with their managers, organization, job, and fellow employees, and that they are motivated to do their jobs.

The figure's leftmost value, which is the average of the viewpoint variable based on employees' Likert scale responses, indicates the degree of motivation and engagement among the workforce. Employee motivation is 3.2, which is near to neutral with the assertions, and both genders represent 4 in emotional and cognitive engagement, indicating that they agree with those variables' statements. The average physical engagement is 3.5, which indicates that employees are more likely to agree with the statements.

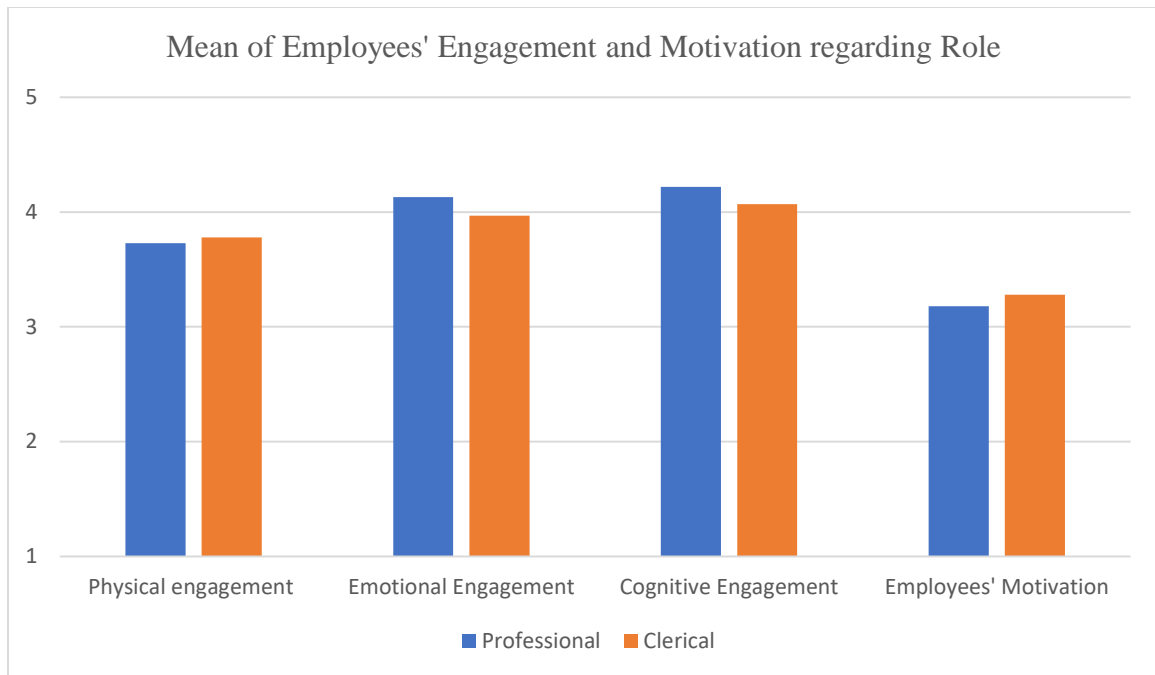


Fig 4.2 Employees Engagement and Motivation mean by their Role

In terms of physical engagement, emotional engagement, cognitive engagement, and employees' motivation, the average responses from both roles are almost identical.

This indicates that professional and clerical employees feel similarly engaged with their managers, organization, job, and fellow employees, and that they are motivated to do their jobs.

The figure's left side value, based on employees' Likert scale responses, indicates the degree of motivation and engagement among the workforce.

Employee motivation is close to 3, which is near to neutral with the items, and both roles represent close to 4 in emotional and cognitive engagement, indicating that they agree with those variables' statements.

The average physical engagement is 3.7, which indicates that employees are more likely to agree with the statements.

Generally, the above figure illustrate that all respondents regarding with their role all are almost equally engaged and motivated similarly, and the fact that the mean score of all variables is between 3 and 4 suggests that they are motivated and engaged.

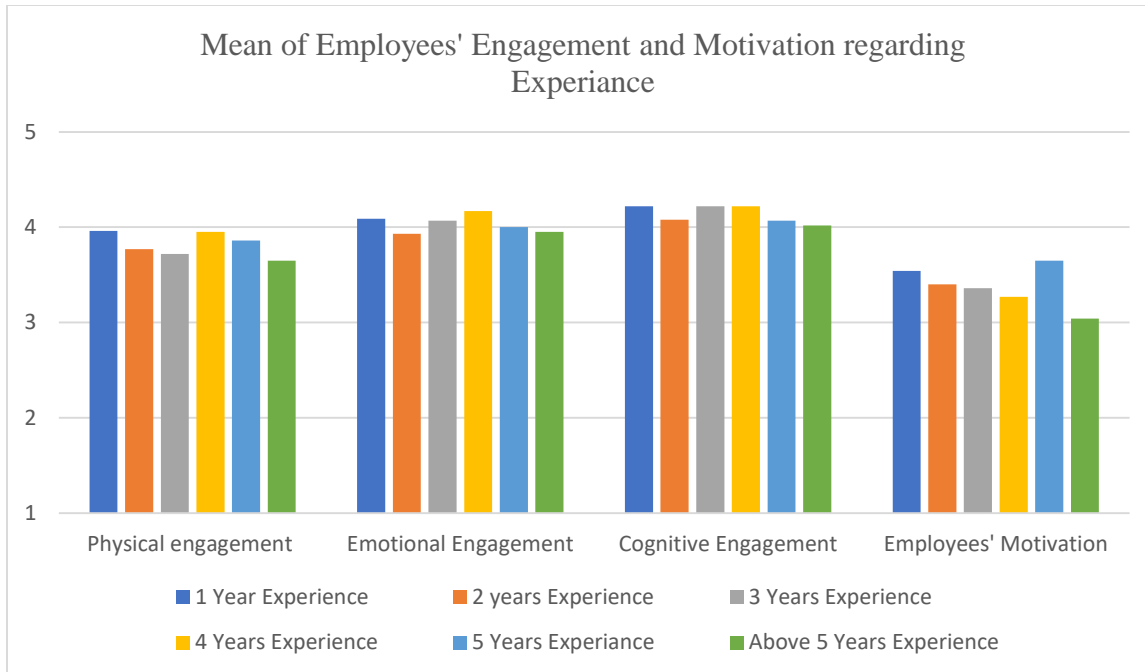


Fig 4.3 Employees' engagement and motivation mean by their Experience

In regard with physical engagement, emotional engagement, cognitive engagement, and employees' motivation, the average responses from one up to above five years of experience are little bit differences.

This suggests that all employees who fall into the experience category of one to five or more have a little different level of engagement with their supervisors, organization, job, and fellow employees, and that they are motivated to perform their duties.

The number on the left side of the picture, which is derived from the replies of employees on the Likert scale, offers an indication of the level of motivation and engagement among the workforce. There is a range of employee motivation that falls between 3 and 3.5, which is close to neutral with the items.

Additionally, employees with one to five years of experience reflect close to four in emotional and cognitive engagement, which indicates that they agree with the claims made by those variables. Considering that the average level of physical engagement falls somewhere between 3.5 and 4, it can be deduced that workers who have one to five years of experience or more are more likely to agree with the comments provided.

4.3 Correlation analysis

In research, correlation analysis is an approach to statistics that serves to quantify the significant of linear connection between both variables then calculate their association.

According to the data below, all of the Pearson correlation values are larger than zero, indicating a positive association between all of the variables. All correlation values for the variables range between 0.3 and 0.7, indicating a moderate positive linear association.

Table 4.3 Correlation between variables

Variables		PE	EE	CE	EM
PE	Pearson Correlation	1			
	Sig. (2-tailed)				
	N	316			
EE	Pearson Correlation	.571**	1		
	Sig. (2-tailed)	.000			
	N	316	316		
CE	Pearson Correlation	.493**	.563**	1	
	Sig. (2-tailed)	.000	.000		
	N	316	316	316	
EM	Pearson Correlation	.606**	.492**	.360**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	316	316	316	316

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

(Source: The researcher's primary data analyzed by SPSS software version 26)

There is a positive moderate significant correlation between PE and EM at $r(316) = .606$, $p < .05$. There is a positive moderate significant correlation between EE and EM at $r(316) = .492$, $p < .05$. There is a positive moderate significant correlation between CE and EM at $r(316) = .360$, $p < .05$.

4.4 Regression analysis

In research, regression analysis is an approach to statistics that serves to quantify the significant of linear causal connection between both variables then calculate their association and measure the independent variables effect on the dependent variable. In regression analysis, the ANOVA summary illustrates the difference between the predicted value and observed value for both independent and dependent variables and it checks whether the model summary acceptable or reject able.

Table 4.4 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.632 ^a	.399	.394	11.04896

a. Predictors: (Constant), CE, PE, EE

The table above shows the R-value of 0.632, which shows the correlation between the two variables TEE and EM. R^2 is 0.399, meaning that the independent variables CE, EE, and PE account for 39.9% of the effect in the data on employee motivation. However, 60.1% of the data remains unjustified and requires the inclusion of more variables. Additionally, a large dispersion of 11.05 is detected in the regression's observed value.

Table 4.5 ANOVA Summary

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	25330.040	3	8443.347	69.163	.000 ^b
	Residual	38088.833	312	122.080		
	Total	63418.873	315			

a. Dependent Variable: EM

b. Predictors: (Constant), CE, PE, EE

The data presented in the table demonstrates that the F value is rather high, coming in at 69.16, and the significant value is lower than 0.05, which indicates that the model summary is acceptable.

Table 4.6 Coefficients of Employees' Motivation

Model		Unstandardized Coefficients (β)	Std. Error	Sig.
1	(Constant)	-1.272	4.466	.776
	PE	.754	.086	.000
	EE	.893	.240	.000
	CE	.004	.345	.991
a. Dependent Variable: EM				

(Source: The researcher's primary data analyzed by SPSS software version 26)

The table above demonstrates that out of the three independent variables, only PE and EE substantially contribute to predicting employees' motivation at a significance level below 0.05. However, the coefficient of determination (CE) has a high degree of significance, indicating that it does not significantly help to forecasting employees' motivation. The beta (B) values for PE and EE are 0.75 and 0.893, respectively. This indicates that PE contributes to an increase in the EM value by 0.754, while EE contributes by 0.893. However, the contribution of CE is minimal, since it only increases the EM value by 0.004, which is not significant enough to be deemed a predictor.

4.5 Hypothesis Test

The study has three hypothesis and the data below test those hypothesis based on their statistic value and p value. It examine the independent variables by their corresponding t-statistic value and p-value to check their acceptance and relevance.

Table 4.7 Direct Effect Test Outcomes

	Beta Coefficient	t-Statistic	P-Value	Result
Physical Engagement -> Employees' motivation	.483	8.746	.000	Accepted
Emotional Engagement -> Employees' motivation	.216	3.718	.000	Accepted
Cognitive Engagement -> Employees' motivation	.001	.011	.991	Rejected

(Source: the researcher's primary data computed by SPSS software version 26)

The table above indicates that physical engagement has a significant effect on employees' motivation ($\beta = 0.483$, $t = 8.746$ $p < 0.05$) therefore H1 is accepted. In addition, emotional engagement has a significant effect on employees' motivation ($\beta = 0.216$, $t = 3.718$ $p < 0.05$)

therefore H2 is accepted. Lastly, cognitive engagement has a significant effect on employees' motivation ($\beta = 0.001$, $t = 0.011$ $p > 0.05$) therefore H3 is rejected.

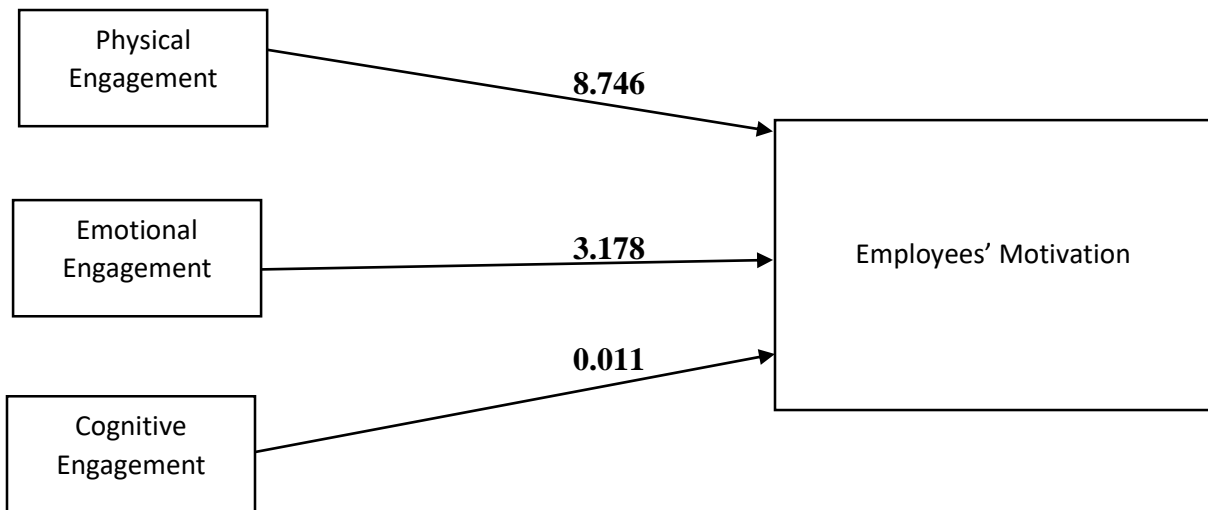


Fig 4.4 Research Model

The above research model illustrate that physical enegagement affect employees' motivation more than the two independent variable. In addition, cognitive engagement had no significant effect on employees' motivation which because the p-value were greater than 0.05 and had less t-statistic value.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

This chapter provides a summary of the frequency of the respondents' demographic characteristics, the mean of their engagement and motivation, the influence of their engagement on their motivation, and the conclusions drawn from the research findings. Additionally, it offers constructive recommendations for the management of the NIB bank department.

5.1 Summary of Findings

The employees' demographic data shows that there were equal gender proportion; employees with above five years' experience cover the large number of the sample, employees' role grouped in to two professional and clerical the large number of the sample among the total population were the clerical staff with 242 and the rest 74 were professional. The results from chapter four revealed that almost all employees regardless of their gender, experience and role all feel engaged and motivated with almost the same level.

According to the data presentation in chapter four, there were a positive moderate correlation between total employees' engagement and employees' motivation. This implies that if total employees' engagement increases also employees' motivation increase as they have direct proportion. In addition, the data of model summary illustrates that with close to 40% the independent variables affect the result in employees' motivation.

Generally, the results show there were a connection between independent variables with the dependent one positively and 40% effectively. The ANOVA F value is high and the Sig value is below 0.05, which makes it the model summary acceptable and relevant.

Employees' motivation more strongly influenced by physical engagement than by any of the two independent variables. According to the findings, cognitive engagement did not have a substantial impact on the motivation of the employees.

5.2 Conclusions

The objectives of this study were to examine employees' engagement effect on their motivation. Therefore, the researcher concluded based on the findings. The mean of employees' engagement regarding to the emotional and cognitive were high as compare to the physical engagement and the motivation mean.

The following are the conclusion made by the researcher based on the findings in chapter four.

- Physical engagement had a significant effect on employees' motivation.
- Emotional engagement had a significant effect on employees' motivation.
- Cognitive engagement had no significant effect on employees' motivation.
- Physical engagement had a significant effect on employees' motivation more than others did.

Generally, all four objectives addressed and examined based on the findings of the research related with the research question.

5.3 Recommendations

The bank ought to endeavor to engage its employees because of if employees engaged with their job, organization, fellow employees and managers they likely to be motivated to accomplish what they have started willingly and passionately. Therefore, by making any means the bank must act to engage its employees.

The bank should give recognition or praise every week to its employees, support, and encouragement because the result from the research revealed that employees are likely not agree with those statements.

For increasing the magnitude of engagement and motivation that its workers have with their jobs, the management of the bank ought to implement performance pay programs. In addition, in order to engage its personnel, the bank ought to encourage their involvement in various types of entertainment activities, such as seminars and other similar offerings.

The bank should hire new employees to contribute its effect on the country's shortage of job vacancy as the research result reveal among the sample only 16 % are below 1-year experience the rest cover the large percentage especially employees who are above 5 years cover 45%.

5.4 Future Research

The regression analysis revealed the independent variables only affect the dependent one with nearly 40% this shows that the rest 60% unjustified and unaffected by those variables. Therefore, further research need to add some independent variables that affect employees' motivation and explore whether they have effect on it.

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Appendix: Questionnaire Administered



Dear Nib bank’s employees

This survey designed to collect your feedback based on the given information. This survey asks about your engagement and motivation in your current role. I politely ask your feedback and respond accordingly.

Portion I Demographic Data

Please check “√” the box according to the given information

1. Gender

Male Female

2. Years of service

1 year 2 years 3 years 4 years 5 years above 5 years

3. Your current role

Professional Clerical

Portion II Employees’ Engagement

Instruction: Please answer based on a Likert scale. Tick **1** if you are very disagreed, **2** if you are disagreed, **3** if you feel neither agreed nor disagreed, **4** if you are agreed, and **5** if you are very agreed.

No	Work place (physical) engagement	Very disagreed	Disagreed	Neither agreed nor disagreed	Agreed	Very agreed
		1	2	3	4	5
1.	I work with intensity on my job.					
2.	I exert my full effort to my job.					
3.	I devote a lot of energy to my job.					
4.	I try my hardest to perform well					

	on my job.					
5.	I know what is expected of me at work.					
6.	I have the materials and equipment I need to do my work right.					
7.	At work, I have the opportunity to do what I do best every day.					
8.	In the last seven days, I have received recognition or praise for doing good work.					
9.	My supervisor, or someone at work, seems to care about me as a person.					
10.	There is someone at work who encourages my development.					
11.	At work, my opinions seem to count.					
12.	The mission or purpose of my company makes me feel my job is important.					
13.	My associates or fellow employees are committed to doing quality work.					
14.	I have a best friend at work.					
15.	In the last six months, someone					

	at work has talked to me about my progress.					
16.	This last year, I have had opportunities at work to learn and grow.					

No	Emotional engagement	Very disagreed	Disagreed	Neither agreed nor disagreed	Agreed	Very agreed
		1	2	3	4	5
17.	I am interested in my job.					
18.	I feel energetic at my job.					
19.	I am proud of my job.					
20.	I am excited about my job.					

No	Cognitive engagement	Very disagreed	Disagreed	Neither agreed nor disagreed	Agreed	Very agreed
		1	2	3	4	5
21.	At work, my mind is focused on my job.					
22.	At work, I focus a great deal of attention on my job.					
23.	At work, I have attention by my job.					

Portion III Employee Motivation

No	Statements regarding employees'	Very	Disagreed	Neither agreed	Agreed	Very
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	motivation	disagreed		nor disagreed		agreed
		1	2	3	4	5
24.	In relation to the effort I devote to my work, my position, my prior working experience and educational background.					
25.	The relevant wages in the bank and the economic situation of the country, I consider to have a fair wage.					
26.	Our bank has introduced performance related pay schemes.					
27.	“The management makes any possible effort to create a collaborative work environment.”¹					
28.	The management build relationships of trust and mutual understanding among employees.					
29.	Our management rely on open and honest communication and to share knowledge and information in all directions.					
30.	The bank has set clear criteria for promotions, based on transparent procedures.					
31.	The norm in our bank is that					

	employment is protected.					
32.	The management cares about the health and safety of employees.					
33.	My employment requires different specialized skills and I obtain ongoing feedback indicating success in my accomplishment.					
34.	My job is creative and produces something meaningful.					
35.	My employment provides me the opportunity to “make a difference” to society.					
36.	The bank encourages the participation of employees in seminars, workshops and conferences.					
37.	The bank provides me the freedom in deciding how to carry out my work and encourages me to take initiatives.					
38.	I am motivated by a team where there is the opportunity to regularly work with different team members.					
39.	I work in an organization that has clear levels of management and authority.					
40.	I work in a team where there is the opportunity to regularly work with					

	different team members.					
41.	I am motivated by management that makes decisions quickly.					