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# Magnitude and Factors Influencing Employee Engagement Bahir Dar Branch Ethiopian Pharmaceutical Supply Agency

Endalew, Negussie

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**BAHIR DAR UNIVERSITY**

**COLLEGE OF MEDICINE AND HEALTH SCIENCES**

**SCHOOL OF PUBLIC HEALTH**

**HEALTH SYSTEM MANAGEMENT AND HEALTH ECONOMICS**

**MAGNITUDE AND FACTORS INFLUENCING**

**EMPLOYEE ENGAGEMENT IN BAHIR DAR**

**BRANCH ETHIOPIAN PHARMACEUTICAL**

**SUPPLY AGENCY**

**BY: ENDALEW NEGUSSIE (BSC)**

**May, 2022**

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**BRANCH ETHIOPIAN PHARMACEUTICAL**  
**SUPPLY AGENCY**

**A THESIS TO BE SUBMITTED TO BAHIR DAR UNIVERSITY, IN  
PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE  
DEGREE OF MASTTER OF PUBLIC HEALTH IN HEALTH SYSTEMS  
AND PROJECT MANAGEMENT**

**BY: ENDALEW NEGUSSIE (BSC)**

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**May, 2022**

**BAHIR DAR, ETHIOPIA**

## **Declaration**

This is to declare that the thesis entitled “magnitude and factors influencing employee engagement in Bahir Dar branch Ethiopian pharmaceutical supply agency”, to be submitted in partial fulfillment of the requirements for the degree of master of health system and project management in department of health system management and health economics, Bahir Dar University, is a record of original work carried out by me and has never been submitted to this or any other institution to get any other degree or certificates. The assistance and help I received during the course of this investigation have been duly acknowledged.

Endalew Negussie

5/23/2022

Bahir Dar, Ethiopia

Name of the candidate

Date

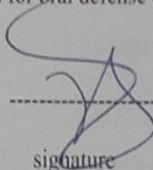
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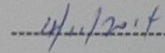
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**Approval of thesis for defense**

I hereby declare that I have supervised, read, and evaluated this thesis titled "magnitude and factors influencing employee engagement in Bahir Dar branch Ethiopian pharmaceutical supply agency" by Endalew Negussie prepared under my guidance. I recommend the thesis be submitted for oral defense (mock-viva and viva voce).

Yeshambel Agumas(PHD)

  
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signature

  
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Advisor's name

signature

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**Approval of thesis for defense result**

We hereby declare that we have examined this thesis entitled "magnitude and factors influencing employee engagement in Ethiopian pharmaceutical supply agency Bahir Dar branch" by Endalew Negussie.

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I would like to express my heartfelt thanks to Bahir Dar University, for giving me the chance to do this research. My special thanks go to my respected advisor Yesahmbel Agumas (PHD) for his support and guidance for this thesis development. Finally, I would also like to thank Ethiopian pharmaceutical supply agency Bahir Dar branch's human resource for their support by giving list of employees during data collection.

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## Abstract

**Background:** Employee engagement is the commitment and passion for one's work and role within an organization. An engaged employee can have a significant effect on financial and operational results of an organization. Employee engagement remains a vital issue worldwide, known problem in human resource to be studied. A global employee engagement survey indicated that for Middle East and North Africa and for sub-Saharan regions, the level of employee engagement at work place is only 10%, which is very low as compared with the USA and Canada which as 29% . Different studies were carried out in banks, industries and educational institutions and therefore the researcher will examine the existing gap on employee engagement with a focus on the health sector which is important. This study identified some factors influencing employee engagement in Bahir Dar Branch EPSA and draws some conclusions.

**Objective:** The objective of the study was to identify magnitude and factors influencing **employee engagement** in Bahir Dar branch Ethiopian pharmaceutical supply agency.

**Methods:** The study was conducted in Bahir Dar branch Ethiopian pharmaceutical supply agency in Bahir Dar city with cross-sectional study design. The researcher conducted census which is 156 employees because the total population is small and data was collected by using self-administered questionnaire. Descriptive analysis was conducted for variables such as gender, age, educational level, work experience, etc. Mean was also computed to determine the magnitude of employee engagement. Then, ordinal logistic regression analysis was conducted to understand how much will the dependent variable change, when the independent variables are changed. Odds ratio was used as a parameter to determine the strength of association between independent variables and dependent variable.

**Results:** A total of 156 respondents were expected to fill the questionnaire but 144 (a response rate of 92%) were filled up and returned the questionnaire. The magnitude of employee engagement was 3.1620. In Ethiopian pharmaceutical supply agency Bahir Dar branch 55.6% of the employees are engaged. There is no significant difference in the magnitude of employee engagement between male and female employees. The odds of being in a higher level on employee engagement increases by a factor of 1.425 for every one unit increase on internal locus of control given all of the other variables in the model are held constant.

**Conclusion:** The magnitude of employee engagement was low when compared to Gallup study. Internal locus of control is the main factor that influences employee engagement, the branch need to modify their employee internal locus of control aligned with their organization objective.

**Key words:** Ethiopian pharmaceutical supply agency, internal locus of control, communication, leadership, organizational support, supervisors support, reward and recognition, working environment, employee engagement.

## **Abbreviations**

EE----- Employee Engagement

EPSA----- Ethiopian Pharmaceutical Supply Agency

HR- -----Human Resource

KM----- Kilo Meter

ILOC-----Internal Locus of Control

POS----- Perceived Organizational Support

PSS----- Perceived Supervisor Support

SPSS- -----Statistical Packages for Social Sciences

USA----- United States of America

VIF -----Variance Inflation Factor

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# 1. INTRODUCTION

## 1.1 BACKGROUND

Employee engagement(EE) is defined as the commitment and passion for one's work and role within an organization and the willingness to do more than job requirements and customer needs(1). It is the extent to which employees are motivated to contribute to organizational success, and are willing to apply discretionary effort to accomplish tasks important to the achievement of stated organizational goals(2). It is a psychological presence which goes further to state that it involves two critical components: attention and absorption. Attention refers to "cognitive availability and the amount of time one spends thinking about a role" while absorption means "being engrossed in a role and refers to the intensity of one's focus on a role" (3).

An engaged employee can have a significant effect on financial and operational results and in most cases without an engaged employee, organizational responsibility efforts will be unsuccessful. Organizations with highly engaged employees see higher customer satisfaction, have lower turnover rates and outperform in terms of organizational responsibility. One of the most interesting aspects of EE is that it can serve as an indicator for the health of the organization at large. Organizations that engage and empower their workforce are better positioned to anticipate and adapt to changing conditions(1).

Recently, organizations have realized that their efficiency is the key to their growth, and human resource is the strategic resource that any organization truly needs. Every organization knows the importance of engaging and motivating its employees to perform well and this has gained more prominence with time. One of the toughest challenges confronting the managers of many facilities is ensuring their employees are truly engaged. EE is emerged as a critical driver of business today. It practically affects the employee morale, productivity and reasons for retaining employees in an organization. Organizations are using their engaged employees as a tool of strategic competence. A highly engaged employee will consistently outperform and set new standards. Engaged employees contribute to the foundation line of any organization and their engagement is remembered in their services to clients and customers. Engaged employees are helping to generate more support to organizations and customers loyalty, which in turn, gives organization a huge profitability(4).

EE should receive a great deal of attention from organizations, as the disengaged employee would result in significant loss to the organization. The behavior of disengaged employees, such as become robotic, laziness, and no effort to perform in their jobs, can give impact on the growth of the organization(5). Moreover, a weakening in EE levels can affect productivity, customer service and performance(6).

Thus, contemporary challenges in the workplace cause decision-maker to think about investing in the concept of EE as it has become common as a method to increase the labor productivity, compete highly in the international economy, and achieve organizational objectives(7). A study conducted in 142 Countries, showed that the state of the global workplace accounts only 13% of employees worldwide are engaged at work. In other words, about one in eight workers roughly 180 million employees in the countries studied are psychologically committed to their jobs and likely to make positive contributions to their organizations. The majority of employees worldwide, 63% are "not engaged," meaning they lack motivation and are less likely to invest discretionary effort in organizational goals or outcomes. And 24% are "actively disengaged," indicating they are unhappy and unproductive at work and liable to spread negativity to coworkers. In rough numbers, this translates into 900 million not engaged and 340 million actively disengaged workers around the globe where the study carried out. Engaged Workers are most common in United States of America and Canada (29%), actively disengaged in Middle East and North Africa and sub-Saharan Africa i.e. on the average 34%(8, 9).

The low levels of engagement among global workers continue to hinder gains in economic productivity and life quality in much of the world.

## **1.2 STATEMENT OF THE PROBLEM**

Employee engagement can affect the quality of service in different organizations with a consequent effect on customer satisfaction and ultimate performance of the organization. Organizations are challenged to have engaged employees, as they need to engage not only the body of the employee but also the soul and mind of them(10).

There is evidence that factors influencing employee engagement is not well studied in Africa. From the review of the summary of more than 20 research papers previously carried out on employee engagement, none of them took place in Africa (8).

During the past two decades, though there is an increasing contribution in human resource consulting agencies on the concept of employee engagement, yet there is a shortage of academic studies on that construct, especially in emerging economies(11).

A global employee engagement survey indicated that for Middle East and North Africa and for sub-Saharan regions, the level of EE at work place is only 10%, which is very low as compared with the USA and Canada which as 29% . The consequent cost implication due to this unproductive labor force is huge on the overall economic performance of these nations, which deserved a thorough study on the factors that influence employee engagement and also look for possible remedial action to be taken to improve this situation(7).

Although there was a study conducted in development bank of Ethiopia, the study did not include very important factors (leadership and communication) that may influence employee engagement and this study included the two important factors(12). The studies above were carried out in banks, industries and educational institutions and therefore the researcher will examine the existing gap on employee engagement with a focus on the health sector which is important. This study would seek to identify the factors influencing employee engagement at EPSA Bahir Dar branch. No known similar study has been conducted before in the health sector. Hence the motivation for this study which was to address these problems and fill the existing gaps in engagement literature and identify the most significant factors that influence employee engagement among staff members in Ethiopian pharmaceutical supply agency Bahir Dar branch.



### **1.3 SIGNIFICANCE OF THE STUDY**

The study will make contributions towards the area of factors influencing employee engagement in general and for the case of EPSA in particular.

The study identified some factors influencing employee engagement in EPSA Bahir Dar branch and draws some conclusions.

It also gave stakeholders the opportunity to gain some knowledge about the factors that influence employee engagement in EPSA. Finally, the result can be used as baseline for further research in field.

The result of the study will contribute a lot for other EPSA branches and other organizations as well to oversee the real practice on employee engagement.

It will also help the human resource manager in following up of the employee engagement interventions implementation and to be used as a guide line for better understanding of the significance of the employee engagement and contribute a lot to strengthen the existing good practice and will help to improve the gap if it may have.

## **2 LITERATURE REVIEW**

### **2.1 Employee engagement**

Employee engagement has several levels that allocate the employee level of commitment to the organization overall. Engagement levels vary depending on the definition and vision. Levels of engagement classified based on employee participation on the comprehensive performance committed by employees at each level of engagement and its effect on the company. There are three levels of employee engagement that could be found at most organizations as follows (13).

#### **Highly Engaged Employees**

These employees are the best players of the company who transform the workplace into a cell of productivity, innovation, and fun. When these employees work along with co-workers who are positive, reliable, and predictable, they will be capable to accomplish more than they would if doing it alone. These alpha players in companies could motivate others, coworkers, and less engaged employees to improve their engagement level on a certain project or within the same period that they work together.

#### **Engaged Employees**

These employees cover 20-25% of most organizations. Represent the performance backbone for the organization as they focused on their works and to deliver their roles on time with a positive outlook. They are working hard and usually believe in the mission of the organization. Many of the engaged employees get inspired by highly engaged employees and usually create their own self-motivation.

#### **Actively Disengaged**

These employees attend to work every day and have specific roles that they don't tend to improve it any point. This type of employees covers up to 50% of most organizations. They are clock-punchers who are doing the work but with no intentions to perform their full potential. This can be due to bad conditions of management. However, these disengaged employees try to resist the feeling of affiliation to the entity as much as possible and look at the organization only as a check payer every month.

These different levels of engagement are present at more than 70% of organizations around the globe and always changing. Which means that highly engaged employees can shift down to become engaged employees and vice versa, even highly disengaged employees can become highly engaged employees if managed well.

That's why organizations tend not to dismiss highly disengaged employees because it is always possible for research development departments that every employee performs their full potentials at some point of their career life cycle(14).

Gallup group report on employee engagement indicated that the mean measure of employee engagement in 2018 was 3.80 and in 2019 it was 4.15(15). A study conducted in development bank of Ethiopia showed that the mean of employee engagement at the bank is 2.13(12)

## **2.2 Socio-demographic factors**

A study conducted on factors influencing employee engagement in Thailand showed that four out of seven demographic factors influence employee engagement with Thai cements companies at statistically significant level of 0.05. They were age, marital status, educational level, and current salary(16).

A study showed that aged people are more concerned about positive emotions, gathering social experiences and young employees are more anxious about job related knowledge. Employee's age did not matter for disengagement but the employee's psychological state related factor matters more. Different age groups engaged in their work role as per their requirements i.e. what they can acquire by doing their work(17). A study performed in Commercial Bank of Ethiopia argued that the research was the first of its kind, specifically determinants of employee engagement in the field of human resource in Ethiopia. The result of the study indicated that there were no differences in engagement scores for males and females, for education level, or for years of service in the bank(18).

### **2.3 Communication**

Past studies conducted proved that employee engagement could be influenced by communication(19). A study conducted to identify factors influencing employee engagement in the financial sector of Malaysia, that focused mainly on three concepts i.e. (empowering leaders' behavior, high performance work practices and the possible role of one's faith EE suggested that empowering leadership behavior showing concern, participative decision making, leading by example, coaching and communicating have the largest effect on employee engagement. (20).

A study conducted on driver of organizational effectiveness showed various factors which influence employee engagement and found that there are a number of factors which influence employee engagement. According to the study, among the factors communication is the one that influenced employee engagement (21).

### **2.4 Leadership**

Some previous studies have mentioned that the leadership style play a crucial role in influencing the employee engagement in organizations(22). Researches which have been studied indicate that leader (managers, supervisors or seniors) is one of the drivers that influence employee engagement (23-25). A study indicated that managers who considered as the common form of employees' leaders play a key role which will influence the capability of an induction process that encourages the engagement of employees(23). Meanwhile, another study suggested that leaders who inspire confidence in the future and managers who have prioritized in the recognition of employees and, committed to quality and improvements are two of the major drivers which improve employee engagement index(25). High performance teams enrich engagement through factors, including talent, team climate, collective pride, leadership, purpose, team ethics, and team bonding(26). A study conducted on innovative work behavior and turnover intentions found that a key driver to employee engagement is the employees thinking that their leadership is committed. The quality of leader member exchanges between supervisors and employees affect the engagement levels of the employees(27).

A study conducted to identify factors influencing employee engagement in the financial sector of Malaysia, that focused mainly on three concepts i.e. (empowering leaders' behavior, high performance work practices and the possible role of one's faith EE suggested that empowering leadership behavior showing concern, participative decision making, leading by example, coaching and communicating have the largest effect on employee engagement. Empowering leadership behavior significantly influences employee engagement among employees in the financial sector in Malaysia. Hence, empowering leadership behavior plays a significant role in engaging employees at work(20). A study conducted on driver of organizational effectiveness showed various factors which influence employee engagement and found that there are a number of factors which influence employee engagement. According to the study, leadership is one of the factors that affect employee engagement(21).

## **2.5 Reward and recognition**

A study conducted on driver of organizational effectiveness showed various factors which influence employee engagement and found that there are a number of factors which influence employee engagement. According to the, reward and recognition is one of the factors that influence employee engagement (21). A study conducted on factors that influence employee engagement from Lecturers in Indonesia showed that reward and recognition is positively related to employee engagement by 28.6%(28). A study conducted on factors influencing employee engagement in educational organizations showed that independent variable, namely rewards and recognition for teachers, is impacting teachers on the job enrolment and is very significant(29). A study performed in Commercial Bank of Ethiopia argued that the research was the first of its kind, specifically determinants of employee engagement in the field of human services in Ethiopia. The results of the study indicated that rewards and recognition has a significant effect on employee engagement at CBE(18).

A study conducted in development bank of Ethiopia found that if the bank increases its Reward and Recognition by 1 %, by keeping the other variables constant its employee engagement would increase by 6.4%(12).

## **2.6 Perceived organizational support**

A study conducted on factors that influence employee engagement from Lecturers in Indonesia showed that perceived organizational support affects employee engagement by 27.1%(28). A study conducted on factors influencing employee engagement in educational organizations showed that Perceived organizational support as felt by teachers and teachers' Perceived supervisor Support are impacting teachers on the job enrolment and are very significant(29). A study performed in Commercial Bank of Ethiopia argued that the research was the first of its kind, specifically determinants of employee engagement in the field of human services in Ethiopia. The results of the study indicated that Perceived Organizational Support have a significant effect on employee engagement at CBE. Moreover, POS has got the highest effect on predicting Employee engagement(18).

. A study conducted in development bank of Ethiopia found that if the bank increased its Perceived Organization Support by 1 %, the bank results in 8.8% increase in the employee engagement (12).

## **2.7 Perceived supervisor support**

A study conducted on antecedents and consequences of employee engagement found that perceived supervisor support is positively linked to employee engagement and organizational engagement and will eventually contribute to increase the engagement level of employees(24). A study conducted on factors that influence employee engagement from Lecturers in Indonesia showed that perceived supervisor support affected employee engagement by 25.1%(28). A study conducted on factors influencing employee engagement in educational organizations showed that Perceived supervisor Support is impacting teachers on the job enrolment and are very significant(29). A study conducted in development bank of Ethiopia found that if the bank increased its Perceived Supervisor Support by 1% change in the, there would be an increase in employee engagement by 33.2 % (12).

## **2.8 Working environment**

A study conducted on determinants of manufacturing productivity showed that physical working environment leads to better service to customers and achieve higher output(30). This study also revealed that the working environment comprise good culture, working with a good team, good boss, physical surrounding, job security, sustainable compensation package, availability of food and drink in the workplace(30). A study conducted in development bank of Ethiopia found if there is a 1% increase in working environment, there would be an increase in employee engagement by 10.8 %(12).

## **2.9 Internal locus of control**

A study conducted on employee locus of control and engagement in non-profit organizations suggested that individuals are more comfortable in job situations where the locus of control to which they are most familiar with in the actual work environment. Additionally, managers with internal locus of control are more supportive and involved than managers with external locus of control. On the other hand individuals with external locus of control are generally prone to stress and depression and may exhibit dysfunctional behaviors(31). Moreover, employees with an internal locus of control generally enjoy more jobs satisfaction than those with external locus of control, as those with an internal locus of control have less role conflict, ambiguity, and overload, all of which contribute to stress. Further, employees with an internal locus of control are largely social and considerate as well as skilled at influencing others more than those with an external locus of control(32). A study conducted in development bank of Ethiopia found that a 1% increase in the internal locus of control of the bank results in 11.4% increase in the employee engagement of the bank(12).

## 2.10 CONCEPTUAL FRAMEWORK OF THE STUDY

Based on the overall review of related literatures, the following conceptual framework in which this specific study was governed is developed.

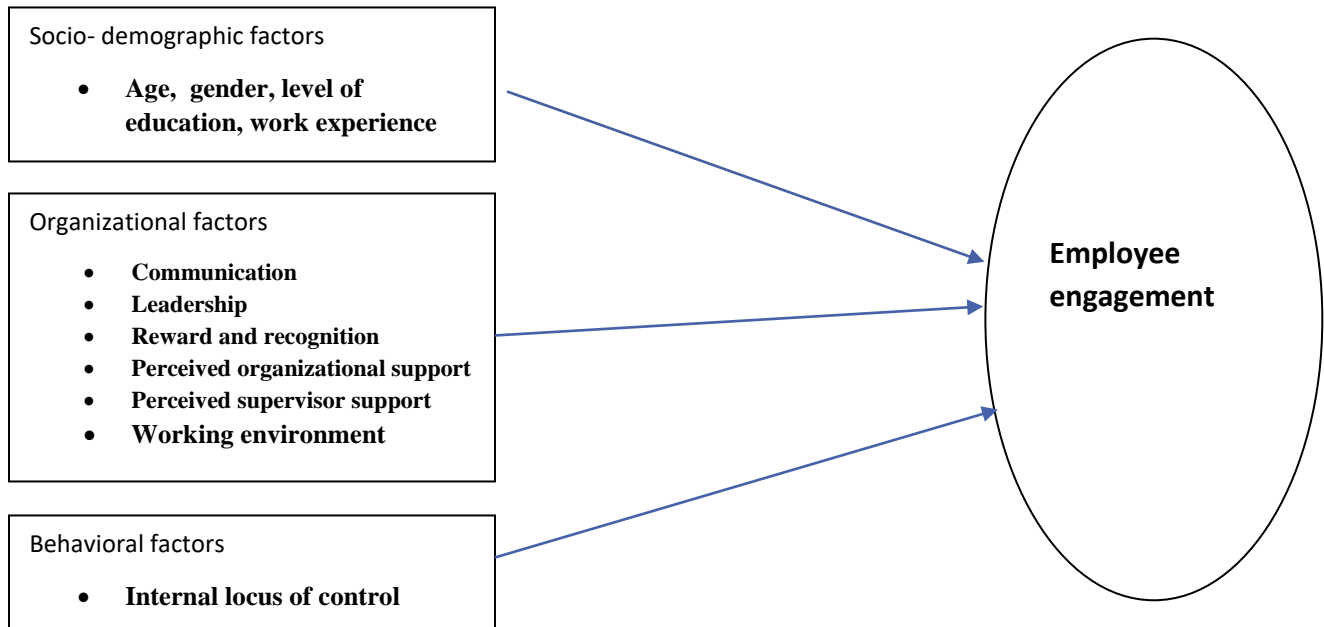


Figure 1 Conceptual framework of the study Northwest Ethiopia, 2022



### **3. OBJECTIVES OF THE STUDY**

#### **3.1 GENERAL OBJECTIVES**

To assess the magnitude and factors influencing employee engagement in Bahir Dar branch Ethiopian pharmaceutical supply agency, Northwest Ethiopia.

#### **3.2 SPECIFIC OBJECTIVES**

- ✓ To determine the magnitude of employee engagement in Bahir Dar branch EPSA at May 2022.
- ✓ To determine the effect of communication, perceived supervisor support, perceived organizational support, leadership, working environment, reward and recognition and internal locus of control on employee engagement in Bahir Dar branch EPSA at May 2022.

## **4 METHODS**

### **4.1 STUDY AREA**

Bahir Dar city, where the study was conducted, is the capital city of Amhara National Regional Government. It is located 480 KMs away from Addis Ababa, the capital city of Ethiopia.

Ethiopian Pharmaceuticals Supply Agency (EPSA) was established in 2007 by proclamation number 553/2007 to strengthen the public pharmaceutical supply chain management of the country. The agency develops the vision “To be the responsive and efficient drug supply chain in Africa by 2030”. The mission of the agency is “Improving our supply chain management system to improve public health by providing our customers with quality and sustainable medicines at an affordable price”. The organizational structure of the agency is one central office located in Addis Ababa city and 19 branches in different part of the country. Bahir Dar branch is one of the 19 branches located in Bahir Dar city. EPSA Bahir Dar branch, which is located in Bahir Dar city, plays crucial role in supplying pharmaceuticals, medical supplies, chemical reagents and medical equipments for 359 health centers, 67 district health offices, 34 public hospitals, 2 military hospitals, 5 private hospitals and 5 clinics from six zones in the Northwest part of the country. There are 156 employees that are working at Ethiopian pharmaceutical supply agency Bahir Dar branch under 7 different departments. The study will be conducted on the employees of EPSA Bahir Dar branch. Engagement of employees is necessary in EPSA Bahir Dar branch because employees should work harder; go above the requirements and expectations of their work to meet the agency’s goal. EPSA Bahir Dar branch’s strong linkage with employees is crucial.

### **4.2 STUDY DESIGN AND PERIOD**

A cross-sectional study was conducted between March 1 and March 30, 2021, at Ethiopian pharmaceutical supply agency Bahir Dar branch, Northwest Ethiopia.

### **4.3 SOURCE AND STUDY POPULATION**

The source and study population was all employees currently working at Ethiopian pharmaceutical supply agency Bahir Dar branch available during data collection period. All employees are target populations of the study.

## **4.4 ELIGIBILITY CRITERIA**

### **Inclusion criteria**

All employees working at Ethiopian pharmaceutical supply agency, Bahir Dar branch was included in the study.

### **Exclusion criteria**

Those employees not found at work place during data collection time due to, maternal leave, annual leave and disease was excluded from the study.

## **4.5 VARIABLES**

### **Dependent variable**

Employee engagement

### **Independent variables**

The independent variables include communication, leadership, reward and recognition, perceived organizational support, perceived supervisor support, working environment and internal locus of control.

## **4.6 OPERATIONAL DEFINITIONS**

**Employee engagement:** employees are not engaged when the mean score is 3 and less, engaged when the mean score is above 3.

**Communication:** the sharing of information and ideas between the management of an organization and employees and vice versa. Respondents' perception on communication can be categorized under strongly disagree when the mean score is 1.00-1.80, disagree when the mean score is 1.81-2.60, neutral when the mean score is 2.61-3.40, agree when the mean score is 3.41-4.20 and strongly agree when the mean score is 4.21-5.00(33).

**Rewards and Recognition:** Recognition and rewards are a methodical organization which uses to make employees feel respected and valued(34). Respondents' perception on reward and recognition can be categorized under strongly disagree when the mean score is 1.00-1.80, disagree when the mean score is 1.81-2.60, neutral when the mean score is 2.61-3.40, agree when the mean score is 3.41-4.20 and strongly agree when the mean score is 4.21-5.00.

**Perceived Organizational Support:** It is seen as a guarantee that the organization will help the employee when they need any aid to run their jobs and tasks effectively and easily handle the nerve-wracking conditions(35). Respondents' perception on perceived organizational support can be categorized under strongly disagree when the mean score is 1.00-1.80, disagree when the mean score is 1.81-2.60, neutral when the mean score is 2.61-3.40, agree when the mean score is 3.41-4.20 and strongly agree when the mean score is 4.21-5.00.

**Perceived Supervisor Support:** supportive and trusting interpersonal relationships as well as supportive management promoted psychological safety(34). Respondents' perception on perceived supervisor support can be categorized under strongly disagree when the mean score is 1.00-1.80, disagree when the mean score is 1.81-2.60, neutral when the mean score is 2.61-3.40, agree when the mean score is 3.41-4.20 and strongly agree when the mean score is 4.21-5.00.

**Working Environment:** workplace environment that aids employees for focused work and interpersonal harmony(36). Respondents' perception on working environment can be categorized under strongly disagree when the mean score is 1.00-1.80, disagree when the mean score is 1.81-2.60, neutral when the mean score is 2.61-3.40, agree when the mean score is 3.41-4.20 and strongly agree when the mean score is 4.21-5.00.

**Internal Locus of Control:** An internal locus of control is the perception that the individual controls his own actions and consequences(31). Respondents' perception on internal locus of control can be categorized under strongly disagree when the mean score is 1.00-1.80, disagree when the mean score is 1.81-2.60, neutral when the mean score is 2.61-3.40, agree when the mean score is 3.41-4.20 and strongly agree when the mean score is 4.21-5.00.

**Leadership:** Leadership is the ability of a leader to induce their subordinates with respect, loyalty, and cooperation(37). Respondents' perception on leadership can be categorized under strongly disagree when the mean score is 1.00-1.80, disagree when the mean score is 1.81-2.60, neutral when the mean score is 2.61-3.40, agree when the mean score is 3.41-4.20 and strongly agree when the mean score is 4.21-5.00.

#### **4.7 SAMPLE SIZE DETERMINATION AND SAMPLING TECHNIQUE**

Census was used. The sample size was 156 employees from 7 departments of the branch.

#### **4.8 DATA COLLECTION**

A structured questionnaire adapted from literature was used to collect data. The questionnaire translated into Amharic for the respondents to understand clearly. Socio-demographic, educational level and work experience was included in the questionnaire. Appropriate training was given for data collectors about the objective of the study, data collection tools, data collection procedures, respondents' approach, and respondents' right prior to the data collection. The investigator closely checked the data collection procedures on the spot.

#### **4.9 DATA QUALITY ASSURANCE**

Before data collection self-administered questionnaire was translated to Amharic language, experienced data collector have been collected the data. During data collection continuous supervision, monitoring completeness of collected data conducted. After data collection appropriate coding and categorization and data cleaning was conducted.

#### **4.10 DATA ANALYSIS**

The collected data was coded, categorized and entered in to SPSS. The score of items under the dependent and independent variables were transformed to a single score by using mean before different analyses were conducted. A descriptive analysis was conducted for different variables such as gender, age, educational level, for how long has been the employees served in the agency, employee engagement etc. Analysis of data was done by using SPSS to know the mean score of the variables. Magnitude of employee engagement was determined by computing the mean. The mean score of all the independent variables were categorized based on mean score range for five-scale Likert's response. Based on previous study, the calculated mean score of an item were classified in ranges to fit the five scaled Likert's measure of responses (strongly disagree, disagree, neutral, agree, and strongly agree) as shown in the table 4.1 below(33).

Table4. 1 Mean Score Range for Five-Scale Likert’s Response Northwest Ethiopia, 2022

Mean	Response
From 1.00 to less than 1.80	Strongly Disagree
From 1.81 to less than 2.60	Disagree
From 2.61 to less than 3.40	Neutral
From 3.41 to less than 4.20	Agree
From 4.21 to less than 5.00	Strongly Agree

The following assumptions were checked to conduct ordinal logistic regression:

As we can see from the tool the dependent variable is ordered in which the assumption the dependent variable should be ordered is satisfied. The other assumption is one or more of the independent variables should be continuous, categorical or ordinal and the data set indicated that that this assumption is satisfied.

Variance Inflation Factor (VIF) test was performed to check if multi-co linearity exists. The general rule of thumbs for VIF test is that if the VIF value is greater than 10, then there is multi-co linearity. Since none of the VIF values are greater than 10 according to the SPSS output, we conclude that there is no multi-co linearity in the dataset and the assumption is met.

The p-value in the test of parallel lines from SPSS output is greater than 0.05 which showed proportional odds assumption is satisfied.

The model fitting information in SPSS output is statistically significant which tells that the model fits well. Reliability of data was checked by calculating Cronbach’s Alpha which is 0.82.

Then, ordinal logistic regression analyses also conducted to understand how much the dependent variable will change, when the independent variables are changed. The strength of association was determined by the odds ratio from the SPSS output of ordinal logistic regression.

#### **4.11 ETHICAL CONSIDERATION**

Ethical clearance for the proposed research was obtained from the research ethical review board of Bahir Dar University College of Medicine and Health Sciences, School of Public Health. Before the beginning data collection, letter of support was received from the university and legal permission with letter of support was obtained from officials of the agency. All the study participants were informed about the purpose of the study, risk and benefits of the participating in study and their right to refuse at any time. Informed consent was obtained from every respondent. Data collector introduced the objectives of the study and their contribution to its completion and ethical measure that exercised by data collector was treating the respondents with respect and courtesy. Confidentiality was also maintained through coding of questionnaire anonymously.

## **5 RESULTS**

### **5.1 Basic characteristics**

A total of 156 respondents were expected to fill the questionnaire but 144 (a response rate of 92%) were filled up and returned the questionnaire.

As shown in table 5.1 below 107 (74.3%) of the respondents were male.

Regarding age, more than half of the respondents 83 (57.6%) were found between the age group 28-37 years. This indicated that the majority of the respondents were young and they can transform the organization to the future.

As far as level of education is concerned, majority, 64 (44.4%) of the respondents were first degree holders.

The other basic characteristic was work experience and the majority, 61(42.4%) of the respondents have been worked from 6-10 years.

The last basic character was the department in which the respondents are working. Table 5.1 indicated that 52(36.1%) are working in general service which is the largest number of employees working department.



Table5. 1 Frequency and percentage of respondents' basic characteristics, Northwest Ethiopia, 2022

Basic character	Category	Frequency (n=144)	Percent
<b>Gender</b>	Male	107	74.3
	Female	37	25.7
<b>Age</b>	18-27 years	31	21.5
	28-37 years	83	57.6
	38-47 years	23	16.0
	48-57 years	4	2.8
	above 58 years	2	1.4
<b>level of education</b>	Grade 12	32	22.2
	College diploma	33	22.9
	Graduate degree	64	44.4
	Post graduate degree and above	13	9.0
<b>Years of working experience</b>	Less than 5years	36	25.0
	6-10 years	61	42.4
	11-15 years	28	19.4
	Above 16 years	19	13.2
<b>Department</b>	Fund Administration	16	11.1
	warehouse and inventory management	42	29.2
	Human Resource management	8	5.6
	Distribution and fleet management	12	8.3
	general service	52	36.1
	forecasting and market shaping	7	4.9
	Information system administration	5	3.5
	Other	2	1.4

In table 5.2 below the level of employee engagement based on different basic characteristics of the respondents is described to identify which groups are more engaged and which groups are less engaged.

Table5. 2 The level of employee engagement based on basic characteristics Northwest Ethiopia, 2022

Basic Character	Category	Mean	N	Std. Deviation
Gender	Male	3.1612	107	.59479
	Female	3.1588	37	.68570
Age	18-27 years	3.1331	31	.77858
	28-37 years	3.1476	83	.59056
	38-47 years	3.1957	23	.45978
	48-57 years	3.6563	4	.49345
	above 58 years	3.2500	2	.35355
Level of education	Grade 12	3.1758	32	.54612
	College diploma	3.2273	33	.66838
	Graduate degree	3.0879	64	.62428
	Post graduate degree and above	3.4519	13	.50399
Years of working experience	Less than 5years	3.0729	36	.77366
	6-10 years	3.0943	61	.59234
	11-15 years	3.3616	28	.55521
	above16 years	3.2434	19	.35715
Department	Fund Administration	3.1094	16	.48921
	warehouse and inventory management	3.3065	42	.61250
	Human Resource management	3.0313	8	.57380
	Distribution and fleet management	3.2292	12	.50518
	general service	3.1226	52	.60558
	forecasting and market shaping	3.1786	7	.43215
	Information system administration	2.2750	5	1.06946
	Other	3.7500	2	.35355

## 5.2 Magnitude of Employee Engagement

As shown in table 5.3 below, 80(55.6%) of the employees are engaged in Ethiopian pharmaceutical supply agency Bahir Dar branch.

Table5. 3 Magnitude and Frequency of employee engagement Northwest Ethiopia, 2022

Mean	Frequency	Percent
[1-3]	64	44.4
(3-5]	80	55.6

In table 5.4 below, the employee's response was used to assess their perception level on each variable based on the mean score at the branch. Thus, the mean indicates, to what extent respondents averagely agrees or disagrees with the different factors. The lower the mean, the more the respondents disagree with the statements. The higher the mean, the more the respondents agree with the statement. On the other hand, standard deviation shows the variability of an observed response from a single sample.

Based on the mean score range for five scale Likert response in table 4.1, communication, working environment and employee engagement categorized under neutral, reward and recognition, perceived organizational support, perceived supervisor support and leadership categorized under disagree and internal locus of control is categorized under agree. The result showed that the magnitude of employee engagement is 3.162

Table5. 4 The mean score of independent and dependent variables Northwest Ethiopia, 2022

Variables	Minimum	Maximum	Mean	Std. Deviation
Communication	1.00	5.00	2.7587	.89989
Reward and Recognition	1.17	4.50	2.5470	.60317
Perceived Organizational Support	1.00	5.00	2.1257	.84095
Perceived Supervisor Support	1.00	5.00	2.4201	.98842
Working Environment	1.00	4.80	2.7493	.80349
Leadership	1.00	4.71	2.5235	.94829
Internal Locus Control	1.00	4.73	3.4381	.59034
Employee Engagement	1.00	4.88	3.1620	.61793

### 5.3 Ordinal logistic regression analysis

Table 5.5 below showed that the odds of being in a higher level on employee engagement increases by a factor of 1.163 for every one unit increase on reward and recognition given all of the other variables in the model are held constant. The odds of being in a higher level on employee engagement increases by a factor of 1.148 for every one unit increase on perceived organizational support given all of the other variables in the model are held constant. The odds of being in a higher level on employee engagement increases by a factor of 1.162 for every one unit increase on perceived supervisor support given all of the other variables in the model are held constant. The odds of being in a higher level on employee engagement increases by a factor of 1.103 for every one unit increase on working environment given all of the other variables in the model are held constant. The odds of being in a higher level on employee engagement increases by a factor of 1.129 for every one unit increase on leadership given all of the other variables in the model are held constant. The odds of being in a higher level on employee engagement increases by a factor of 1.425 for every one unit increase on internal locus of control given all of the other variables in the model are held constant. The odds of being in a higher level on employee engagement increases by a factor of 1.223 for every one unit increase on communication given all of the other variables in the model are held constant.

Table5. 2 parameter estimates Northwest Ethiopia, 2022

Parameter	B	95% Wald Confidence Interval		Exp(B)	95% Wald Confidence Interval for Exp(B)	
		Lower	Upper		Lower	Upper
Communication	.202	-.040	.443	1.223	.961	1.558
Reward and recognition	.151	-.138	.440	1.163	.871	1.553
Perceived organizational support	.138	-.167	.444	1.148	.846	1.559
Perceived supervisor support	.150	-.076	.377	1.162	.926	1.457
Working environment	.098	-.187	.383	1.103	.829	1.467
Leadership	.121	-.166	.409	1.129	.847	1.505
Internal locus of control	.354	.040	.669	1.425	1.041	1.951

## 6 DISCUSSION

Based on the table 5.2 there is no significant employee engagement difference between male and female gender group. The result is similar with the study conducted on factors influencing employee engagement in commercial bank of Ethiopia(12). It is also similar with the study conducted in Thailand cement companies(16).

When we see age group of the respondents employees whose age is between 48-57 years are more engaged when compared to other age groups and the reset age groups are relatively similar.

As far as the level of education is concerned, post graduate degree and above holder respondents are more engaged and followed by college diploma holders, grade 12 completed respondents and graduate degree holders. A study conducted in commercial bank of Ethiopia showed that there is no employee engagement difference between different educational level respondents but in this study there is some difference in employee engagement with different educational level(18).The difference may be due to in commercial bank of Ethiopia most of the employees are above first degree holders where as in EPSA employees are distributed in different education levels.

The means of experience showed that employees with experience 11-15 years and above 16 years are more engaged, followed by the 6 to 10 years experienced and less than 5 years experienced.

When compare the means of department, other (plan an ethics) department are more engaged followed by warehouse and inventory management department, distribution and fleet management department, forecasting and market shaping department, general service department, fund administration department, human resource department and information system administration is the least engaged department.

The result revealed that 55.6% of employees were engaged. It indicated that there are more engaged employees in EPSA Bahir Dar branch when compared to a study conducted by Gallup group(15). This may be due to a study by Gallup group was conducted in different Countries with in different organizations.

The overall level of employee engagement in EPSA Bahir Dar branch is 3.162 in which it is greater when compared to a study conducted at development bank of Ethiopia which is 2.13 and less when compared to Gallup 2019 report which is 4.15. The difference in the level of EE compared to the study conducted in development bank of Ethiopia may

be created due to respondents did not respond their true perception. The time difference in which the two studies conducted may also make the difference in engagement level. The Gallup report was conducted regularly per year where as this study is the first in EPSA which may make variation in the level of employee engagement.

The ordinal logistic regression output in table 5.5 indicated the influence of the independent variables on employee engagement in EPSA Bahir Dar branch. As we see from the result all the independent variables have positive coefficients which indicates that all the independent variables are factors that influence employee engagement in EPSA Bahir Dar branch. The odds of being in a higher level on employee engagement increases by a factor of 1.223 for every one unit increase on communication given all of the other variables in the model are held constant. So it is a significant factor.

Other studies conducted previously supported that communication is a major contributing factor in an employee engagement(19, 21).

The odds of being in a higher level on employee engagement increases by a factor of 1.163 for every one unit increase on reward and recognition given all of the other variables in the model are held constant.

The result is similar with previous study conducted in commercial bank of Ethiopia, that showed employees who gain better reward and recognition are more likely to reciprocate with greater levels of engagement to their organization(18).

It is also similar with previous studies conducted in India which showed that lack of rewards and recognition can lead to decreased employee engagement and burnout appropriate recognition and reward is important for engagement(21).

The odds of being in a higher level on employee engagement increases by a factor of 1.148 for every one unit increase on perceived organizational support given all of the other variables in the model are held constant. This result is similar with previous study made in commercial bank of Ethiopia that showed when employees believe that their organization is concerned about them and cares about their well-being; they are likely to respond by attempting to fulfill their obligations to the organization by becoming more engaged. The result of the study on lecturers in Indonesia to identify factors that influence employee engagement showed that organizational support influences employee engagement by 27.1% which is in similar to this result.

The result indicated that the coefficient of supervisory support is positive; this confirms that employee engagement of EPSA Bahir Dar branch has been affected by supervisor support.

This is to mean that, as indicated in table 5.5 above, an increase in supervisor support will enhance employee engagement.

This suggested that better and effective supervisor support will provide best employee engagement in EPSA Bahir Dar branch. It also helps to create conducive working environment which will improve the overall results of the organization. Besides, better supervisor support will energize the employee to exert their maximum effort to provide the required efficient and effective service for the customers.

Concerning perceived supervisor support, the result of the research work of Rasheed et al. indicated that PSS is positively linked to employee engagement. Another study conducted on factors influencing employee engagement from lecturers in Indonesia showed that PSS affected EE by 25.1% which supports the result.

The ordinal logistic regression result confirmed that the coefficient of working environment is positive, meaning as working environment increases; employee engagement of EPSA Bahir Dar branch will be increased.

A study conducted in development bank of Ethiopia found that if there is a 1% increase in working environment, there would be an increase in employee engagement by 10.8% which is similar with this research finding. Another Study conducted previously showed that working environment leads to better service to customers and achieve higher output. These two previous studies supported the finding of this study(12). Supportive working environments entail tailored organizational systems and processes that enhance employee engagement. Flexible work arrangements have a notable positive impact on employee engagement within an organization. Workplace wellbeing is a holistic measure that considers the intrinsic factors that influence employee engagement, employee satisfaction, and motivation within the organization. Employees gain increased levels of psychological ownership over their work when organizational managers foster and nurture positive organizational climates that assist in mediating the relationship between them and their employers. Therefore, the repeated interactions develop into psychological contracts where if violated, the strained relationship could lead to poor engagement based on the breach of trust.

The odds of being in a higher level on employee engagement increases by a factor of 1.129 for every one unit increase on leadership given all of the other variables in the model are held constant. Similar studies conducted by different researchers as indicated in the literature review concluded that the employee oriented style of leadership has very significant level of influence on employee engagement which is in similar to this result. This result is similar with a study conducted in Kenya which showed that leadership is a critical factor for the level of employee engagement(38).

The ordinal logistic regression result on the table 5.5 above confirmed the existence of positive relationship between internal locus of control and employment engagement in EPSA Bahir Dar branch. The result indicated that the odds of being in a higher level on employee engagement increases by a factor of 1.425 for every one unit increase on internal locus of control given all of the other variables in the model are held constant.

A study conducted in development bank of Ethiopia showed that a 1% increase in internal locus of control, there would be an increase in employee engagement by 11.4% which is similar with this research finding(12).



## **7 LIMITATION**

Even though there is a contribution from the study, it has its own limitation. For example, the study was conducted only at Bahir Dar branch (the scope is limited) and some important factors (job characteristics, carrier development) are not included in the study. The study was only quantitative that is it lacks qualitative that may give more findings.

## **8 CONCLUSION**

According to the analyzed data, there is low level of employee engagement in Ethiopian pharmaceutical supply agency Bahir Dar branch when compared to a study conducted by Gallup group. Employee engagement is more affected by internal locus of control among the seven factors on employee engagement. There is a positive relationship between the dependent variable employee engagement and all the independent variables. Therefore, we can conclude that the independent variables have a positive direct impact on employee engagement. Finally, from the result of this study it can be concluded that, in the case of EPSA Bahir Dar branch engagement was influenced by independent variables (leadership, perceived organizational support, reward and recognition, communication, Perceived Supervisor Support, Working environment and internal locus of Control).

## **9 RECOMMENDATION**

Since the magnitude of employee engagement is low when compared to Gallup report, employees should improve their engagement towards their work. Employees should work hard by thinking the situation faced the country to improve their engagement level. Communication, supervisor support, working environment and internal locus of control are factors that were significantly affected employee engagement, so the branch needs to consider these factors as very important in enhancing the magnitude of employee engagement.

The agency should create safe working environments that facilitate openness and Supportiveness .The agency should focus on employees' perception for the support they get from their supervisor.

Internal locus of control is the most significant factor for employee engagement in the study. So the agency should do more on this factor in order to increase the level of employee engagement.

While creating a conducive working environment will positively nurture the outcome of the agency, managers should strive to develop safe and conducive working environment for improved EE. The agency's management also should communicate openly with employees and reach agreement to avoid factors that influence employee engagement and to improve engagement level.

Researchers can take this result as a baseline and study in different organizations thoroughly.

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# APPENDICES

## Participant consent information sheet

### a. Participant information sheet

Title of the Research Project: magnitude and factors influencing employee engagement in Bahir Dar branch Ethiopian pharmaceutical supply agency, Northwest Ethiopia 2021

Name of Principal Investigator: Endalew Negussie

Name of the Organization: Bahir Dar University, College of Medicine and Health Sciences, School of Public Health, Department of health system management and Health Economics.

#### Introduction

This information sheet and consent form is prepared with the aim of studying magnitude and factors influencing employee engagement at Ethiopian pharmaceutical supply agency Bahir Dar branch Northwest Ethiopia 2021. The research group includes the principal investigator, trained data collectors, Supervisor, and two advisors from Bahir Dar University.

#### Purpose of the Research Project

The main aim of this study is to assess magnitude and factors influencing employee engagement at Ethiopian pharmaceutical supply agency Bahir Dar branch Northwest Ethiopia 2021.

#### Procedure

The study participants are all employees at Ethiopian Pharmaceutical supply agency Bahir Dar branch to assess magnitude and actors influencing employee engagement and you are one of the study participants and I kindly invite you to take part in my study. If you are willing to participate, I do have some questions for you which will take some of your time and I need you to clearly understand the aim of this study and show your agreement. Finally, you are kindly requested to give your genuine response in the questionnaire.

#### Risk and /or Discomfort

By participating in this research project, there will not be any risks followed but it will take some of your time.

#### Benefits of being in the study

Participation does not have any direct benefit (compensation for your time) but your information is very crucial for the implementations and development of strategies for how to improve employee engagement, like you in the best way possible.

Confidentiality:

We will not write your name and the information collected from you will be kept confidential and stored in a file, by assigning a code number to it. Hence, no report of the study ever identifies you.

Incentives/Payments for Participating

You will not be provided any incentives or payment to take part in the study project.

Right to Refusal or Withdraw

You have the full right to refuse from participating in this research and to withdraw at any time you want.

Contacts and Questions:

If you have any questions you can contact any of the following individuals and you may ask at any time you want.

Name: Endalew Negussie Phone NO- +251910614983; Email: negussieendalew@gmail.com

**b. Informed Consent agreement form**

This is a questionnaire prepared to assess the magnitude and factors influencing employee engagement at Ethiopian pharmaceutical supply agency Bahir Dar branch Northwest Ethiopia 2021.

Introduction and Consent form

Good morning / good afternoon, my name is.....

I am a data collector for a study conducted on magnitude and factors influencing employee engagement in Bahir Dar branch Ethiopian pharmaceutical supply agency Northwest Ethiopia 2021.

The purpose of this questionnaire is to gather information on the Assessment of magnitude and factors influencing employee engagement at Ethiopian pharmaceutical supply agency Bahir Dar branch Northwest Ethiopia 2021. The research will be beneficial for the participants for the future improvement of employee engagement. We will ask you a series of questions which will take about 30 minutes.

Your willingness to answer all of the questions would be appreciated. Your genuine response to these questions will help for the correct findings of the study. Your answers will be kept confidential and we will not write your name in the questionnaire. You have a right not to respond to any of the questions and you can interrupt at any point during the interview. If you have any questions, don't hesitate to ask the interviewer.

Do I have your permission to continue?

If, yes Signature of the participant.....

Date \_\_\_\_\_

Questionnaire No\_\_\_\_\_

## **RESEARCH QUESTIONNAIRE**

Bahir Dar University

College of medicine and health sciences

School of public health

Health service management and health economics department

My name is Endalew Negussie I am currently working with the research thesis of the Masters of public health in health systems and project management at Bahir Dar University. The purpose of the study is to identify factors influencing employee engagement at Ethiopian pharmaceutical supply agency Bahir Dar branch. To this end, the study intends to gather information from selected employees of the agency through a self-administered questionnaire. The participation is fully voluntary and your responses will be kept confidential and used for this particular research only. The results will be also reported without compromising the anonymity of the respondent.

I would appreciate your consideration in completing the enclosed questionnaire and assisting me in the research endeavor.

In case you have any questions please calls 09-10-61-49-83 or email:[negussieendalew@gmail.com](mailto:negussieendalew@gmail.com) Thank you in advance!!

Endalew Negussie



**Section one: demographic information**

1. Gender: Male  Female

2. Age: 18-27 years  28-37 years  38-47 years   
48-57 years  above 58 years

3. Level of education: Grade 12  College diploma   
Graduate degree  Post graduate degree and above

4. Years of working experience: Less than 5 years  6-10 years   
11-15 years  above 16 years

5. Department;

Fund Administration	<input type="checkbox"/>	warehouse \$ inventory management	<input type="checkbox"/>
Human Resource management	<input type="checkbox"/>	Distribution and fleet management	<input type="checkbox"/>
general service	<input type="checkbox"/>	forecasting and market shaping	<input type="checkbox"/>
Information system administration	<input type="checkbox"/>	other	<input type="checkbox"/>

**Section two: the components of questions related to factors of employee engagement.**

**The following table in the next page consist list of items, Please put “X” mark for every statement based on your level of agreement.**

No	Factors of Employee Engagement	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
<b>Communication</b>						
1	I feel employees receive effective communication about the changes in policies and procedures					
2	I feel that communication is a two-way process in this organization					
3	I think your manager/peers communicate information with clarity					
4	I think top level management delivers their message with utmost transparency					
<b>Rewards and Recognition</b>						
1	A pay raise, Job security, and other financial compensation packages are available for me					
2	I get praise from my supervisor and coworkers					
3	My organization provide me comprehensive health Benefit					
4	More challenging work assignments are available for me					
5	There is some form of public recognition (e.g. employee of the month/year).					
6	There is a reward or appreciation from my Supervisor					

No	Factors of Employee Engagement	Strongly Disagree	Disagree	Neutral	Agree	Strongly agree
<b>Perceived organizational support</b>						
1	My organization is supportive of my goals and Values.					
2	Help is available from my organization when I have a problem					
3	My organization really cares about my well- being.					
4	My organization shows great concern for me.					
5	My organization cares about my opinions.					

<b>Perceived supervisor support</b>						
1	My supervisor cares about my opinions.					
2	My work supervisor really cares about my well-being.					
3	My supervisor strongly considers my goals and values.					
4	My supervisor shows very little concern for me					
<b>Working environment</b>						
1	The environment in this organization supports a balance between work and personal life.					
2	I am able to satisfy both my job and family/personal responsibilities.					
3	The pace of work in this organization enables me to do a good job					
4	My team work effectively together to meet our objectives					
5	The amount of work I am asked to do is reasonable					

<b>Leadership</b>						
1	My leader explains company goals					
2	My leader works as hard as he/she can					
3	My leader listens to my work group's ideas and suggestions					
4	My leader provides help to work group members					
5	My leader suggests ways to improve my work group's performance					
6	My leader teaches work group members how to solve problems on their own					
7	My leader leads by example					
8	My leader pays attention to my work group's efforts					
9	My leader uses my work group's suggestions to make decisions that affect us					
10	My leader treats work group members as equals					
11	My leader takes the time to discuss work group members' concerns patiently					
12	My leader explains his/her decisions and actions to my work group					
13	My leader gives all work group members a chance to voice their opinions					
14	My leader gives work group members honest and fair answers					

No.	Factors of Employee Engagement	Strongly	Disagree	Neutral	Agree	Strongly
		y				v. agree
<b>Internal locus of control</b>						
1	When faced with a problem I try to forget it					
2	I like jobs where I can make decisions and be responsible for my own work					
3	I change my opinion when someone I admire disagrees with me.					
4	If I want something I work hard to get it.					
5	I prefer to learn the facts about something from someone rather than having to dig them out myself.					
6	I have a hard time saying “no” when someone tries to tell me something					
7	I consider the different sides of an issue before making any decisions					
8	I stick to my opinions when someone disagrees with me.					
9	I get discouraged when doing something that takes a long time to achieve results					
10	When I have a problem I follow the advice of friends or relatives.					
11	I enjoy trying to do difficult tasks more than I enjoy doing easy tasks					
<b>Employee Engagement</b>						
1	I really “throw” myself into my job.					
2	Time passes quickly when I perform my job					
3	I stay until the job is done					
4	I get excited when I perform well on my job					
5	Being a member of this organization is very attractive					
6	One of the most exciting things for me is getting involved with things happening in this organization					
7	Being a member of this organization make me come “alive”					
8	I am highly engaged in this organization.					

## **የተሳታፊዎች ስምምነት መረጃ**

### **U. የተሳታፊ መረጃ**

የምርምር ፕሮጀክት ርዕስ-በኢትዮጵያ የመድኃኒት አቅርቦት ኤጀንሲ ባህር ዳር ቅርንጫፍ ሰሜን ምዕራብ ኢትዮጵያ 2021 የሰራተኞች ተሳትፎ መጠንና ተጽዕኖ የሚያሳድሩ ምክንያቶች ምዘና

የአጥኝው ስም እንዳለቸው ንጉሴ

የድርጅቱ ስም-የባህር ዳር ዩኒቨርሲቲ ፣ ሜዲካል እና ጤና ሳይንስ ኮሌጅ ፣ የህዝብ ጤና ትምህርት ቤት ፣ የጤና ስርዓት አስተዳደር መምሪያ እና የጤና ኢኮኖሚክስ ።

መግቢያ

ይህ የመረጃ ወረቀት እና የፈቃድ ቅፅ የተዘጋጀው በኢትዮጵያ የመድኃኒት አቅርቦት ኤጀንሲ ባህር ዳር ቅርንጫፍ ሰሜን ምዕራብ ኢትዮጵያ 2021 በሠራተኛ ተሳትፎ ላይ ተጽዕኖ የሚያሳድሩትን ብዛትና ምክንያቶች በማጥናት ሲሆን የምርምር ቡድኑ ዋና መርማሪውን ፣ የሰለጠኑ የመረጃ አሰባሳቢዎችን ፣ ሱፐርቫይዘርን እና ከባህር የመጡ ሁለት አማካሪዎችን ያጠቃልላል ። ዳር ዩኒቨርሲቲ ።

የምርምር ፕሮጀክቱ ዓላማ

የዚህ ጥናት ዋና ዓላማ በኢትዮጵያ የመድኃኒት አቅርቦት ኤጀንሲ በባህር ዳር ቅርንጫፍ ሰሜን ምዕራብ ኢትዮጵያ 2021 በሠራተኞች ተሳትፎ ላይ ተጽዕኖ የሚያሳድሩትን መጠን እና ምክንያቶች መገምገም ነው ።

አሰራር

የጥናቱ ተሳታፊዎች ሁሉም በባህር ዳር ቅርንጫፍ የኢትዮጵያ ፋርማሲዩቲካል አቅርቦት ኤጀንሲ ሰራተኞች ናቸው እና በሰራተኞች ተሳትፎ ላይ ተጽዕኖ የሚያሳድሩ ተዋንያንን እና እርስዎም እርስዎ የጥናቱ ተሳታፊዎች ነዎት እናም በጥናቱ ውስጥ እንድትሳተፉ በአክብሮት እጋብዛለሁ ። ለመሳተፍ ፈቃደኛ ከሆኑ የተወሰኑ ጊዜዎችዎን የሚወስዱ አንዳንድ ጥያቄዎች አሉኝ እናም የዚህ ጥናት ዓላማ በግልጽ እንዲገነዘቡ እና ስምምነትዎን እንዲያሳዩ እፈልጋለሁ ። በመጨረሻም በመጠይቁ ውስጥ እውነተኛውን ምላሽ እንዲሰጡ በትህትና ተጠይቀዋል ።

አደጋ እና / ወይም ምችት

በዚህ የምርምር ፕሮጀክት ውስጥ በመሳተፍ ምንም ዓይነት አደጋዎች አይኖሩም ነገር ግን የተወሰነ ጊዜዎን ይወስዳል።

በጥናቱ ውስጥ የመሆን ጥቅሞች

ተሳትፎ ምንም ቀጥተኛ ጥቅም የለውም (ለጊዜው ካሳዎ) ግን እንደ እርስዎ በተሻለ የሰራተኛ ተሳትፎን እንዴት ማሻሻል እንደሚቻል ስትራቴጂዎች ለመተግበር እና ለማዳበር መረጃዎ በጣም ወሳኝ ነው ።

ሚስጥራዊነት

እኛ ስምዎን አንጽፍም እና ከእርስዎ የተሰበሰበው መረጃ በምስጢር ይቀመጣል እና የኮድ ቁጥር በመመደብ በፋይል ውስጥ ይቀመጣል ። ስለሆነም የትኛውም የጥናት ሪፖርት በጭራሽ አይለይዎትም ።

ለተሳትፎ ማበረታቻዎች / ክፍያዎች

በጥናቱ ፕሮጀክት ውስጥ ለመሳተፍ ምንም ማበረታቻ ወይም ክፍያ አይሰጥዎትም ።

የመከላከል ወይም የመመለስ መብት

በዚህ ምርምር ውስጥ ላለመሳተፍ እና በፈለጉት ጊዜ የመተው ሙሉ መብት አለዎት ።

እውቂያዎች እና ጥያቄዎች

ማንኛውም ጥያቄ ካለዎት ከሚከተሉት ግለሰቦች ማናቸውንም ማነጋገር ይችላሉ እና በማንኛውም ጊዜ በፈለጉት ጊዜ መጠየቅ ይችላሉ ።

ስም-እንዳለው ንጉሴ ስልክ ቁጥር- +251910614983; ኢሜይል: negussieendalew@gmail.com

**ለ. በመረጃ ላይ የተመሠረተ ስምምነት ስምምነት ቅጽ**

ይህ በባህር ዳር ቅርንጫፍ ሰሜን ምዕራብ ኢትዮጵያ 2021 በኢትዮጵያ የመድኃኒት አቅርቦት ኤጀንሲ በሰራተኞች ተሳትፎ ላይ ተጽዕኖ የሚያሳድሩትን መጠኖች እና ምክንያቶች ለመገምገም የተዘጋጀ መጠይቅ ነው ።

የመግቢያ እና የፈቃድ ቅጽ

እንደምን አደሩ / ደህና ሁን ፣ ስሜ ..... ..

በባህር ዳር ቅርንጫፍ ሰሜን ምዕራብ ኢትዮጵያ 2021 በኢትዮጵያ የመድኃኒት አቅርቦት ኤጀንሲ የሠራተኞች ተሳትፎ ላይ ተጽዕኖ የሚያሳድሩትን መጠኖች እና ምክንያቶችን በተመለከተ የተካሄደ ጥናት መረጃ አሰባሳቢ ነኝ ።

የዚህ መጠይቅ ዓላማ በኢትዮጵያ የመድኃኒት አቅርቦት ኤጀንሲ በባህር ዳር ቅርንጫፍ በሰሜን ምዕራብ ኢትዮጵያ 2021 በሠራተኛ ተሳትፎ ላይ ተጽዕኖ የሚያሳድሩትን ምን ያህል ምዘናና መረጃ ለመሰብሰብ ነው ጥናቱ ለወደፊቱ የሠራተኛ ተሳትፎ መሻሻል ለተሳታፊዎች ጠቃሚ ይሆናል ። 30 ደቂቃ ያህል የሚወስድባቸውን ተከታታይ ጥያቄዎች እንጠይቅዎታለን ።

ለጥያቄዎቹ ሁሉ መልስ ለመስጠት ያለዎት ፍላጎት አድናቆት ይኖረዎልል ። ለእነዚህ ጥያቄዎች የሚሰጡት እውነተኛ ምላሽ ለጥናቱ ትክክለኛ ግኝቶች ይረዳል ። መልሶችዎ በሚስጥር ይቀመጣሉ እናም ስምህን በመጠይቁ ውስጥ አንጽፍም ። ለማንኛውም ጥያቄዎች መልስ ላለመስጠት መብት አለዎት እና በቃለ መጠይቁ ወቅት በማንኛውም ጊዜ ሊያስተዳጉሉ ይችላሉ ። ማንኛውም ጥያቄ ካለዎት ቃለመጠይቁን ከመጠየቅ ወደኋላ አይበሉ ።

ለመቀጠል የእርስዎ ፈቃድ አለኝ?

ከሆነ አዎ ፣ የተሳታፊው ፊርማ .....

ቀን .....





2. ዕድሜ 18-27 ዓመት

28-37 ዓመት

38-47 ዓመት  48-57 ዓመታት  ከ 58 ዓመት በላይ

3. የትምህርት ደረጃ- እስከ 12 ኛ ክ  ከሌጅ ዲፕሎማ

የመጀመሪያ ዲግሪ  የማስተርስ ድግሪ እና ከዚያ በላይ

4. የሥራ ልምድ- ከ 5 ዓመት በታ  ከ6-10 ዓመት

ከ 11-15 ዓመታት  ከ16 ዓመታት በላይ

5. የስራ ክፍል;

ፈንድ አስተዳደር  መጋዘን አያያዝና ክምችት አስተዳደር

የሰው ኃይል አስተዳደር  ስርጭት አስተዳደር

ጠቅላላ አገልግሎት  ትንቢት እና የገቢያ ጥናት

የመረጃ ስርአት አስተዳደር  ሌላ

**ክፍል ሁለት:** ከሠራተኛ ተሳትፎ ምክንያቶች ጋር የተያያዙ የጥያቄዎች ክፍላት። እባክዎ በስምምነትዎ ደረጃ ላይ በመመርኮዝ ለእያንዳንዱ መግለጫ x ምልክት ያድርጉ።

መግባባት		በጣም ተሳሳት	አልስማ	ገለልተኛ	እስማማ	በጣም እስማማ
1	ሰራተኞች በፖሊሲዎች እና የአሠራር ለውጦች ላይ ውጤታማ ግንኙነትን እንደሚቀበሉ ይሰማኛል					
2	በዚህ ድርጅት ውስጥ መግባባት የሁለትዮሽ ሂደት እንደሆነ ይሰማኛል					
3	ሥራ አስኪያጅዎ / እኩዮችዎ መረጃን በግልፅ ያስተላልፋሉ ብዬ አስባለሁ					
4	የከፍተኛ ደረጃ አስተዳደር መልዕክታቸውን እጅግ ግልጽ በሆነ መንገድ ያስተላልፋሉ ብዬ አስባለሁ					
<b>ሽልማቶች እና እውቅና</b>						

1	የደሞዝ ጭማሪ ፣ የሥራ ዋስትና እና ሌሎች የገንዘብ ማከካሻ ጥቅሎች ለእኔ አሉ						
2	ከተቆጣጣሪዬ እና ከሥራ ባልደረቦቼ ውዳሴ አገኛለሁ ።						
3	ድርጅቴ አጠቃላይ የጤና ጥቅምን ይሰጠኛል						
4	ይበልጥ ፈታኝ የሆኑ የሥራ ምደባዎች ለእኔ ይገኛሉ						
5	አንድ ዓይነት የሕዝብ ዕውቅና አለ (ለምሳሌ የወሩ / ዓመት ሠራተኛ)።						
6	ከተቆጣጣሪዬ ሽልማት ወይም አድናቆት አለ						
<b>የተገንዘብ የድርጅት ድጋፍ</b>							
1	ድርጅቴ ግቦችን እና እሴቶችን የሚደግፍ ነው።						
2	ችግር ሲያጋጥመኝ ከድርጅቴ እርዳታ ይገኛል						
3	ድርጅቴ ስለ ደህንነቴ በእውነት ያስባል።						
4	ድርጅቴ ለእኔ ትልቅ አሳቢነት ያሳያል።						
5	ድርጅቴ ስለ አስተያየቶቼ ያስባል።						
<b>የተገንዘብ ተቆጣጣሪ ድጋፍ</b>							
1	የእኔ ተቆጣጣሪ ስለ አስተያየቶቼ ያስባል።						
2	የሥራ ተቆጣጣሪዬ ስለ ደህንነቴ በእውነት ያስባል						
3	ተቆጣጣሪዬ ግቦችን እና እሴቶችን በጥብቅ ይመለከታል።						
4	የእኔ ተቆጣጣሪ ለእኔ በጣም አሳቢነት ያሳያል						
<b>የስራ አካባቢ</b>							
1	በድርጅቴ ውስጥ ያለው አካባቢ በሥራ እና በግል ሕይወት መካከል ሚዛን እንዲኖር ይደግፋል						
2	ሥራዬንም ሆነ ቤተሰቤን / የግል ኃላፊነቴን ማሟላት ችያለሁ።						
3	በዚህ ድርጅት ውስጥ ያለው የሥራ ፍጥነት ጥሩ ሥራ እንድሠራ ያደርገኛል						
4	ቡድኖቼ ዓላማችንን ለማሳካት ውጤታማ በሆነ መንገድ አብረው ይሰራሉ						
5	እንድሠራ የተጠየቀኝ ሥራ መጠን ተመጣጣኝ ነው						

<b>አመራር</b>							
1	መሪዬ ስለ ኩባንያ ግቦች ያስረዳል						
2	መሪዬ የቻለችውን ያህል ይሠራል						
3	መሪዬ የሥራ ቡድኑን ሀሳቦች እና አስተያየቶች ያዳምጣል						
4	መሪዬ የቡድን አባላትን ለመስራት እገዛ ይሰጣል						
5	መሪዬ የሥራ ቡድኑን አፈፃፀም ለማሻሻል መንገዶችን ይጠቁማል						
6	መሪዬ ለቡድን ቡድን አባላት ችግሮችን በራሳቸው እንዴት መፍታት እንደሚችሉ ያስተምራቸዋል						
7	የእኔ መሪ በምሳሌነት ይመራል						
8	መሪዬ ለሥራ ቡድኑ ጥረት ትኩረት ይሰጣል						
9	መሪዎችን በእኛ ላይ ተጽዕኖ የሚያሳድሩ ውሳኔዎችን ለማድረግ የሥራ ቡድኑን ጥቆማዎች ይጠቀማል						
10	መሪዬ የሥራ ቡድን አባላትን በእኩልነት ይመለከታል						
11	መሪዬ በሥራ ቡድን አባላት ላይ የሚያሳስቧቸውን ጉዳዮች በትዕግስት ለመወያየት ጊዜ ይወስዳል						
12	መሪዬ የእሷን ውሳኔዎች እና ድርጊቶች ለሥራ ቡድኑ ያብራራል						
13	መሪዬ ለሁሉም የሥራ ቡድን አባላት አስተያየታቸውን እንዲሰጡ እድል ይሰጣቸዋል						
14	መሪዬ ለስራ ቡድን አባላት ቅን እና ፍትሃዊ መልስ ይሰጣል						
<b>የመቆጣጠሪያ ውስጣዊ አካባቢ</b>							
1	ችግር ሲያጋጥመኝ እሱን ለመርሳት እሞክራለሁ						
2	ውሳኔዎችን የማድረግበት እና ለራሴ ሥራ ኃላፊነት የምወስድባቸውን ሥራዎች እወዳለሁ						
3	አንድ የማድንቀው ሰው ከእኔ ጋር በማይስማማበት ጊዜ ሀሳቤን እለውጣለሁ						
4	አንድ ነገር ከፈለግኩ እሱን ለማግኘት ጠንክሬ እሰራለሁ ::						
5	ስለ ራሴ እራሴን ከመቆፈር ይልቅ ስለ አንድ ነገር እውነታዎችን ከአንድ ሰው መማር እመርጣለሁ ::						
6	አንድ ሰው አንድ ነገር ሊነግረኝ ሲሞክር “አይ” ለማለት በጣም ይቸግረኛል						
7	ማንኛውንም ውሳኔ ከማድረግ በፊት የጉዳዩን የተለያዩ ገጽታዎች እመለከታለሁ						
8	አንድ ሰው ከእኔ ጋር በማይስማማበት ጊዜ በአስተያየቶቼ ላይ እቆያለሁ						
9	ውጤቶችን ለማሳካት ረጅም ጊዜ የሚወስድ ነገር ሳደርግ ተስፋ እቆርጣለሁ						
10	ችግር ሲገጥመኝ የጓደኞቼን ወይም የዘመዶቼን ምክር እከተላለሁ ::						
11	ቀላል ሥራዎችን ከማከናወን ይልቅ ከባድ ሥራዎችን ለመሥራት መሞከሩ ያስደስተኛል						

የሰራተኞች ተሳትፎ						
1	ስራዎን በብርታት እሰራለሁ					
2	ሥራዬን ስፈጽም ጊዜ በፍጥነት ያልፋል					
3	ሥራው እስኪያልቅ ድረስ እቆያለሁ					
4	በሥራዬ ላይ በደንብ ስሠራ ደስ ይለኛል					
5	የዚህ ድርጅት አባል መሆን በጣም ማራኪ ነው					
6	ለእኔ ከሚያስደስተኝ ነገር አንዱ በዚህ ድርጅት ውስጥ ከሚከሰቱ ነገሮች ጋር መሳተፍ ነው					
7	የዚህ ድርጅት አባል መሆን ደስተኛ እንድሆን ያደርገኛል ::					
8	በዚህ ድርጅት ውስጥ በከፍተኛ ደረጃ ተሳማርቻለሁ					