

AMERICAN COLLEGE OF TECHNOLOGY
MASTERS OF BUSINESS ADMINISTRATION PROGRAM

**“FACTORS AFFECTING EMPLOYEE ENGAGEMENT: THE
CASE OF MODERN BUILDING INDUSTRIES PLC”**

A Case Study Report Submitted to the Department of Business Studies of
American College of Technology



In Partial Fulfillment of the Requirement of the Degree of Master of Business
Administration

Tesfu Abebe

November, 2023
Addis Ababa, Ethiopia

**AMERICAN COLLEGE OF TECHNOLOGY
MASTERS OF BUSINESS ADMINISTRATION PROGRAM**

**“Factors Affecting Employee Engagement: The Case of Modern Building industries
PLC”**

**A Case Study Report Submitted to the Department of Business Studies of American
College of Technology**



In Partial Fulfillment of the Requirement of the Degree of Master of Business Administration

**Tesfu Abebe
(OMBA-205-21A)**

Advisor: [Asmamaw Mengiste, PhD](#)

November, 2023
Addis Ababa, Ethiopia

DECLARATION

I, Tesfu Abebe hereby declare that a case study report entitled “**Factors Affecting Employee Engagement: The Case of Modern Building industries PLC**” submitted to The Department of Business Studies of American College of Technology in partial fulfillment of the requirements for the degree of Master Business Administration is a record of original work done by me during 2021-22 academic year under the supervision and guidance of my advisor Asmamaw Mengiste, PhD and it has not formed the basis for the award of any Degree/Diploma/Associate ship/Fellowship or other similar title of any candidate of any university/ College.

Place: Addis Ababa

Date: 24 Dec, 2023



Signature of the Candidate

CERTIFICATE

This is to certify that the project work entitled “**Factors Affecting Employee Engagement: The Case of Modern Building industries PLC**” submitted to the Department of Business Administration, MBA Program in partial fulfillment of the requirements for the award of the Master of Business Administration is a record of original case study work done by Tesfu Abebe during the period 2021 - 22 academic year under my supervision and guidance and the report has not formed the basis for the award of any Degree/Diploma/Associate ship/Fellowship or other similar title of any candidate of any University/ College and it complies with the regulation and accepted standards of the College.

Name of Advisor: Asmamaw Mengiste, PhD

Signature: _____

Date: _____

APPROVAL SHEET

AMERICAN COLLEGE OF TECHNOLOGY

DEPARTMENT OF BUSINESS STUDIES

MASTER OF BUSINESS ADMINISTRATION PROGRAM

“Factors Affecting Employee Engagement: The Case of Modern Building industries PLC”

Tesfu Abebe

OMBA-205-21A

Approved by:

Advisor

Asmamaw Mengiste, PhD

Name

Signature

Date

Internal Examiner

Name

Signature

Date

External Examiner

Name

Signature

Date

ACKNOWLEDGMENT

Thanks to the Almighty God for creating the mind that can learn at any age.

I would like to express my profound gratitude to Act American College of Technology for being engaging on online stream that made me to be a level up. I also would like to express my appreciation to my family for their relentless encouragement to be on such a stage.

ABSTRACT

This study examined Factors Affecting Employee Engagement employee in Modern Building Industries PLC, In Sheger City Administration, in Gelan City, based on Dance's Helical model of communication and Wilbur Scharmm communication survey model. There are three traits under this model; namely, mass communication, interpersonal communication and Effect of media. The study used both descriptive and inferential research design, through the use of stratified random sampling method to collect data from employees of Modern Building Industries located in four locations and Head Office in Sheger city administration in Gelan city. Consequently, 261 questionnaires were distributed, out of which 247 questionnaires were returned (94.6%) and found to be valid for analysis. Accordingly, the data has been analyzed using SPSS software version 20. Descriptive analysis was conducted using frequency, mean and standard deviation, while ANOVA, correlation and regression analysis were used for inferential statistics. The finding of the study revealed that all the traits positively and significantly predicted employee engagement. Among them, interpersonal communication was found to be the most contributing factor in predicting employee engagement. All in all, communication has significant effect in predicting employee engagement. Accordingly, the company should maintain interpersonal communication, since it is found to be the highest predictor of Employee Engagement. Informing its employees about the vision, strategic plan and long term goals will make employees to be more engaged.

Keywords – Corporate communication, Mass Communication, Interpersonal Communication, Effect of Media, Employee Engagement, MBI.

ACRONYMS AND ABBREVIATIONS

MBI = Modern Building Industries PLC

EE= Employee Engagement

H.O.= Head Office

SPPS = Statistical Package for Social Science Students

ANOVA = Analytical of Variance

TABLE OF CONTENTS

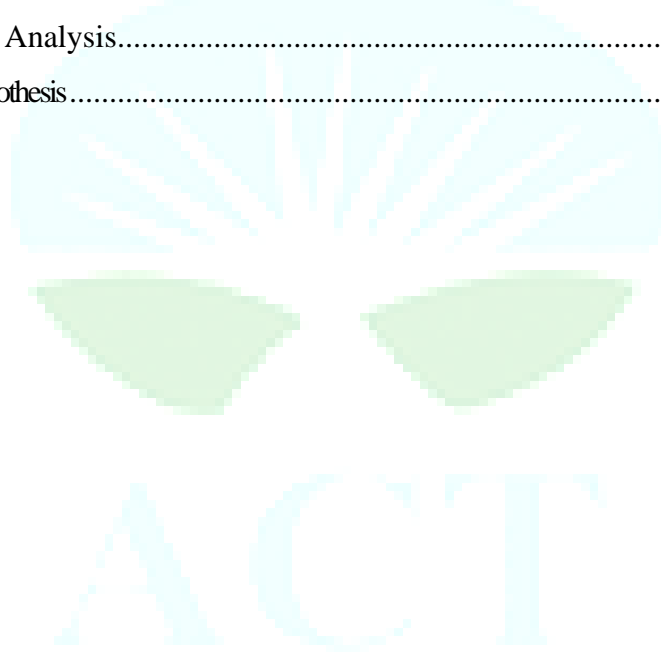
Contents	I
Declaration	II
Certification	III
Approval Page	IV
Acknowledgements	V
Abstract	VI
CHAPTER ONE.....	
1. INTRODUCTION	9
1.1. Background of the Study	9
1.2. Company Profile.....	11
1.3. Statement of the Problem	12
1.4. Research Questions	13
1.5. Research Hypothesis	13
1.6. Objectives.....	13
1.6.1. General Objective.....	13
1.6.2. Specific Objectives.....	13
1.7. Significance.....	14
1.8. Scope of the Study.....	14
1.9. Organization of the Study.....	14
CHAPTER TWO	15
2. LITERATURE REVIEW.....	15
2.1. Theoretical Review.....	15
2.1.1. The Importance of Employee Engagement	17
2.1.2. Scope and Nature of Employee Engagement	18
2.1.3. Models of Organizational Communication... ..	20
2.1.3.1. The Shannon Weaver Model.....	20
2.1.3.1.1 Advantage	21
2.1.3.1.2 Disadvantage.....	21

2.1.3.2.	Osgood-Schramm Model.....	22
2.1.3.1.3	Advantages	22
2.1.3.1.4	Disadvantages	23
2.1.3.3.	Dance’s Model.....	24
2.1.3.3.1	Advantages.....	27
2.1.3.3.2	Disadvantages.....	27
2.2	Empirical Review	28
2.3	Conceptual Framework.....	29
CHAPTER THREE.....		30
3	RESEARCH METHODOLOGY	30
3.1	Research Approach.....	30
3.2	Research Design	30
3.3	Population of the Study.....	30
3.4	Sample Size and Sampling Technique.....	31
3.5	Data Source and Type	32
3.6	Data Collection Instrument.....	32
3.7	Model Summary	33
3.8	Validity and Reliability.....	33
CHAPTER FOUR.....		34
4	DATA PRESENTATION AND ANALYSIS.....	34
4.1	Demographic Characteristics of the Population.....	34
4.2	Key dimensions of corporate communication	34
4.2.3	Mass communication	35
4.2.4	Interpersonal communication.....	36
4.2.5	Effect of Media	38
4.3	Employee Engagement	40
4.4	Descriptive Analysis.....	32
4.5	Correlation	41
4.6	Inferential Statistics	42
CHAPTER FIVE.....		45
5	Summary of findings, Conclusion and Recommendation.....	45
5.1	Summary of Findings	45
5.2	Conclusions	47

5.3 Recommendation.....	48
References:.....	49

LIST OF TABLES

Table 1: Population of the study.....	3
Table 2: sample taken.....	3
Table 3: Reliability test	3
Table 4: Demographic Characteristics	3
Table 5: Level of Agreement – Mass communication	3
Table 6: Level of Agreement – Interpersonal communication	3
Table 7: Level of Agreement – Effect of Media	3
Table 8: Mean and S.D. analysis Employee engagement	3
Table 9: Mean and S.D. analysis Corporate communication.....	4
Table 10: Correlation Analysis.....	4
Table 11: Test of Hypothesis.....	4



LIST OF FIGURES

Figure 1. Dance's Helical Model.....	24
Figure 2. Comparison of Linear, Circle and Helical Model	26
Figure 3. Conceptual Frame work	29
Figure 4. Conceptual framework	30
Figure 5. Texture map of the study area	31
Figure 6. Trend of price	42
Figure 7. Installment sketch	43
Figure 8. Overall	45



CHAPTER ONE

1. INTRODUCTION

This chapter includes background of the study that gives highlight about the research work, background of the organization and the statement of the problem that the study tried to tackle. The research questions and hypothesis, objective of the study as well as scope and significance of the study are also presented. Finally, operational definitions and organization of the paper are stated.

1.1 BACKGROUND OF THE STUDY

Engagement has become increasingly recognized as a key research topic in the organizational sciences (Sonnentag, 2011). For example, engagement is positively related to productivity (Rich et al., 2010), organizational commitment (Chalofsky & Krishna, 2009), and organizational citizenship behaviors (Moliner, MartinezTur, Ramos, Perio, & Cropanzano, 2008; Rich, 2006), and negatively related to outcomes such as turnover intentions, and burnout (Schaufeli, Bakker, & Van Rhenen, 2009). Employee engagement refers to a motivational state (Meyer & Gagné, 2008; Rich, LePine, & Crawford, 2010), characterized by exerting one's full self in a work role (Kahn, 1990)

Employee engagement is one of the important issues in human resource management as it has a directly related to the productivity of the organization (Gujral & Jain, 2013) Employee engagement draws the attention of corporate leaders for it has significant role for an organization to perform well financially. According to Abhijit and Debalina (2010), The future success of the companies will depend on the extent to which companies are able to attract and retain skilled and talented employees (Schonebeck and Schonebeck, 2016) As studied by Saks (2016), employee engagement is found to be one of the factors affecting organizational performance.

According to Mishra, Boynton & Mishra (2014), an essential role of internal communication is to build a culture of transparency within the organization. Internal communication is a part of the organizational context in which employees are engaged or disengaged (Verčič & Vokić, 2017; Bakker, Albrecht & Leiter, 2011).

According to Kahn (1990), 'employees are fully engaged when they invest and display all aspects of themselves (physical, emotional and cognitive) when performing their task, while disengaged employees break away and dissociate themselves from their roles.' Engaged employees dedicate themselves to the work they do, and give what they have through their intellect. On the other hand, disengaged employees might be physically present in the office, they come to office as usual and go back to home at the end of the day, but spend their time by walking around, socializing and the like since they are not emotionally connected to their work.

In employee engagement, employee communication plays the most vital role to ensure the good relationship among the working population and also that the consistent and honest communication is an important management tool for employee engagement. Employee communication is defined as the communication transactions between individuals and/or groups at various levels and in different areas of specialization that are intended to design and redesign organizations, to implement design and contribute from day-to-day activities (Frank & Brownell, 1989).

In the absence of consistent and honest communication, employees become concerned about the future of the organization and will start thinking about leaving the organization (Durkin, 2007).

While effective communication should be the goal of any organization, merely communicating is the first step. An organization that is silent can experience the worst outcomes as it forces employees to speculate, listen to the grapevine and turn to the media for information about their company (Hoover, 2005, p. 25). In times of change and challenge, communication can be the key to sustaining the business. As Hoover elaborates, "even in a time of crisis, good communication keeps employees engaged and the organization moving forward" (p. 25). On the contrary, the lack of communication can create a "disparity between what employees hear from their manager and what they see in the media, it leads to distracted, de-motivated employees who feel a lack of trust caused by lack of transparency - whether that is real or perceived" (p. 25). Organizations can be most effective by developing a communication plan that focuses on internal messaging and media, but is also equipped and able to evolve around external messaging. In an interview with Hewitt Associates a global human resources outsourcing and consulting firm, Baumruk et al. (2006) outlined five steps to increasing engagement. The fifth step is

communication that includes "frequent and scheduled interaction and sharing of information, feedback and ideas. Listen, understand and respond appropriately.

1.2 COMPANY PROFILE

MBI is a company structured under Midroc Investment Group, in manufacturing sector. The company is dedicated on producing Dil paint, Quartz floor tiles, concrete blocks and fillers that is used for treating acidic soil, feed for poultry, input for plastic industries, soap & detergent industries. It came into existence in 1961 by the name Drosan and then transferred to different owners through time and lastly came to the current existence by the name Modern Building Industries PLC in December 2000 according to the commercial code of Ethiopia, 1960.

The factory head office is located in Gelan town of Sheger city administration. Currently, it operates its business on 59,000 m² area in Gelan producing paint, Quartz tiles and tin can for paint packing, 25,000m² area in Awash 7 in Afar region producing filler having type of calcium carbonate and dolomite; 26,000 m² in Chanco in Oromia region producing same product like Awash Factory and on a 6,000m² rental area in Lemikura sub city around summit producing concrete blocks of different kind.

Sales of product are being done in ten shops in and around Addis Ababa, Awash 7, Dire Dawa, Shashemene and Nekemt.

1.3 STATEMENT OF THE PROBLEM

According to Abhijit and Debalina (2010), Lower employee engagement is manifested in higher rate of turnover, lower productivity, resistance to accept change and so on, which is visible in MBI. MBI has also lost its premier position in the market in the last couple of years. In response to these problems, lacking its customers and almost lost from the market. To reinstate the company to its position into the market there made re-structuring under Midroc Investment Group, As an part but individual entity MBI took different measures so as to change the current status in the market.

Employee engagement is also given due emphasis in the new strategic plan of MBI. This entails that how employee engagement is critical for MBI, since employees are the primary source of competitive advantage.

The researcher had also made informal discussion with some professional employees of MBI including some management teams, and understood that their level of engagement is getting lower due to the MBI's communication. As studied by Schaufeli et al (2002) engagement is defined as a constructive, satisfying state of mind that is characterized by enthusiasm, dedication and absorption. This implies that with lower level of engagement, employees cannot be fully involved to their job which intern affects organizational performance.

Since human resource is one of the major competitive advantages in the industry a good communication make employees stay in the organization. The poor communication is perhaps the most common problem among businesses large and small. Most employees, regardless of their position in the organization, will cite communication as an area in their workplace that needs improvement (Prime Resources, Inc 2009). As mentioned above, communication plays a significant role for the positive or negative level of employee engagement. To analyze this effect, considered one of the founders of the field of communication studies, Schramm's work explored mass communication, interpersonal communication, and the effects of media on employee engagement

In light of this, the study tried to fill the gap observed in the absence of research conducted the effect of communication on employee engagement using Dance's Helical model.

1.4 REASERCH QUESTION

There are a lot of factors that affect employee engagement. Among them, communication is the one, which is the focus of this study. In light of this, the study tried to answer the following research questions:

1. What is the effect of mass communication on employee engagement?
2. What is the effect of interpersonal communication on employee engagement?
3. What is the effect of effect of media on employee engagement?

1.5 REASERCH HYPOTHESIS

H1: Mass communication dimension of communication affects employee engagement

H1: Interpersonal dimension of communication positively affects employee engagement

H1: The effect of media dimension of communication positively affects employee engagement

1.6 OBJECTIVE

1.6.1 GENERALOBJECTIVE

The objective of the research is to investigate the effect of communication on employee engagement. It tried to shed light on the relationship of communication and employee engagement, how communication affects employee engagement as well as which of communication highly affect employee engagement for the MBI to achieve its goal.General Objective

The general objective of this study is to assess the effect of communication on employee engagement in Modern Building Industries PLC.

1.6.2 SPECIFIC OBJECTIVE

- To identify the effect of mass communication on employee engagement
- To find out the effect of interpersonal communication on employee engagement
- To identify the effect of effect of media on employee engagement

1.7 SIGNIFICANCE

The findings will help the researcher to have broader understanding as to how communication affects engagement. It will also serve as a base for further researches to be conducted in this area. The study tried to fill the gap observed in the absence of research conducted on the effect of communication on employee engagement using Dance's Helical model.

Moreover, the recommendations of this study will help MBI to build a good communication culture that enhances employee engagement which in turn contributes to the success of MBI.

1.8 SCOPE OF THE STUDY

This study is limited to the study of the present effect of MBI's communication on employee engagement. Hence, it is an intercompany study.

Conceptually, different researchers have followed different constructs to find out what effect does communication impose on employee engagement. When it comes to this study, the researcher followed communication model developed by Dance's Helical model.

1.9 ORGANIZATION OF THE STUDY

This study is organized into five chapters. The first chapter is the introductory part of the paper. It includes the background of the study, statement of problem, objective, significance and scope of the study. Literature review is the second and research methodology is the third chapters. The fourth chapter describes the interpretation and discussion of the findings. Finally, in the last chapter, conclusion and recommendation are included.

CHAPTER TWO

2. LITERATURE REVIEW

2.1 THEORETICAL REVIEW

These days, it becomes a challenge for the human resource managers to engage employees in the organization as a result of rapid change and increased need to retain the talent pool communication is the transfer of information from one person to another, but the information transferred must be understandable to the receiver (Brown in Brahmaiah and Demudu (2016:114))

According to Rogers in Rohim (2016:10) who said that communication is a process in which the message is delivered to a recipient or more with a view to changing their behavior. Miller in Rohim (2016:10) argues that communication is basically delivering an intentional message to the recipient with the aim of influencing the recipient's behavior. Meanwhile, according to Burgoon in Rohim (2016:10) communication as a one-way process referred to as "Source oriented definition". This understanding confirms that communication is a deliberate process to convey stimuli to get responses from others. Thus, understanding communication as a one-way process does not focus on unintentional or unplanned communication

As most of the employees of MBI are served long was believed that the challenges of burnout may not expected. The change of new management and of the structure affected the attitude of employees to stick with the company. However the organization subsequently offered and provided incentives most reveled their dissatisfaction and the resignation increased from time to time.

This understanding is accordance with the opinion of Andreson in Rohim (2016:11) which says communication is a process where communicant can understand and be understood by others. Pearson and Nelson in Rohim (2016:11) communication as the transaction is the process of understanding and sharing meaning. Tubbs and Moss in Mulyana (2016:65) communication is the process of forming meaning between two or more people. In this case, communication does not distinguish between the sender and recipient of the message

is no longer oriented to the source because this communication involves individuals and it appears that communication is dynamic. In transactional communication, communication is considered to have taken place if someone has interpreted the behaviour of others, both verbal and nonverbal behaviour (Mulayana in Rohim, 2016:12).

Effective communication occurs if a message given by the communicator can be well received, so there is no misperception. In addition to effective communication is of communication that can provide a change of attitude in people who do communications. Effective communication purpose is to provide easy to understand the messages conveyed between the sender and the receiver so that the language is more clear, complete delivery and feedback, and train us to use a language nonverbal as well (Suprpto, 2017:17). According to Jalaluddin in Suprpto (2017:17) effective communication is characterized by the lack of understanding, can cause pleasure, influence attitudes, improve good social relationships, and ultimately create action. In addition, the communication process requires activities, methods, and other means to be able to take place and achieve effective results.

Kahn (1990), a prominent scholar in engagement, described personal engagement as affiliating one's self with one's professional duties whereby, through engagement, individuals use and express themselves physically, intellectually, and emotionally while acting out their role performances. Schaufeli et al. (2002) defined engagement from the view of organisational behaviour as a positive, rewarding, and work-related emotional state characterised by vigour, devotion, and absorption. Engaged employees are always passionate, vested in their work activities, and confident in their ability to complete those duties (Schaufeli et al., 2008). Truss et al. (2006) supported Kahn (1990) by experimentally developing three different degrees of engagement: emotional (deep involvement in job tasks), cognitive (intense attention on job duties), and physical (willingness to exert more effort). In other words, when people are engaged in role performance, they act and express themselves physically, intellectually, and emotionally. In fact, in sequence with role performance, Truss et al. (2006) believed employee communication is needed to drive their sense of engagement. Through communication, employees can share their views and ideas with management, understand what is happening within the organization, and believe their manager is dedicated to the organization's success.

The perspective of employee communication as the mechanism is consistent with Kang and Sung (2017) by citing Kress (2005) and Lockwood (2007) that the benefits of efficient internal communication have been recognized in improving employee relations and enhancing employee engagement through effective employee communication mechanisms. Consequently, many researchers report that effective employee communication is crucial for raising employee engagement (Men & Vercic, 2023; Vercic & Vokic, 2017; Jiang & Men, 2015; Karanges et al., 2015). Kang and Sung (2017) later improved the employees' preference for communication with their organization by suggesting that symmetrical internal communication is essential for positive employee communication behaviour, specifically engagement. Adopting Grunig's symmetrical communication model (1992), Kang and Sung argued that organizations must implement a communication approach that is symmetrical, employee-centric, and two-way as part of their day-to-day communication management to promote positive organizational communication.

2.1.1 THE IMPORTANCE OF EMPLOYEE ENGAGEMENT

Employee engagement is crucial for a successful implementation of business strategy. If an organization's staff is engaged this will increase productivity, lower staff turnover and reduce rates of absenteeism. In contrast with a disengaged workforce, which produces a poor quality of output, poor customer relationships can result in a scratched organizational reputation (Hayward, 2010)

An organization's capacity to manage employee engagement is closely related to its ability to achieve high performance levels and superior business results (Mutunga, 2009). As stated by her some of the advantages of engaged employees include the following. Engaged employees will stay with the company, be an advocate of the company and its products and services, and contribute to bottom line business success. They will normally perform better and are more motivated. There is a significant link between employee engagement and profitability. Engaged employees form an emotional connection with the company. This impacts their attitude towards the company's clients, and thereby improves customer satisfaction and service levels. Further, engagement builds passion, commitment and alignment with the organization's strategies and goals hence increasing employees' trust in the organization.

A highly engaged employee consistently delivers beyond expectations. In the workplace research on employee engagement (Hagen & Morsheda, 1998) has repeatedly asked employee's "whether they have the opportunity to do what they do best every day?" one in five employees strongly agree with this statement. Those work units scoring higher on this perception have substantially higher performance. Thus, employee engagement is critical to any organization that seeks to retain valued employees. The Watson Wyatt consulting companies has proved that there is an intrinsic link between employee engagement, customer loyalty, and profitability. As organizations globalize and become more dependent on technology in a virtual working environment, there is a greater need to connect and engage with employees to provide them with an organizational identity.

2.1.2 SCOPE AND NATURE OF EMPLOYEE ENGAGEMENT

Employee engagement is a multi-faceted construct as stated by W.A. Kahn (1990), who is considered as an academic parent of the employee engagement movement, developed the concept of 'personal engagement'. In his work, he defines personal work engagement as the "harnessing of organization members' selves to their work roles; in engagement, people employ and express themselves physically, cognitively and emotionally, during role performances". To explain the phenomenon, Kahn associated three conditions, viz. psychological safety, psychological meaningfulness and psychological availability, which lead to employee engagement. (W.A Kahn 1990). Positive team climate is the most important driver of psychological safety and most likely to occur when leaders demonstrate supportive, consultative behaviors, and then begin to challenge their teams.

Harvard Business Review contributor Amy Gallo defines psychological safety as, "... a shared belief held by members of a team that it's OK to take risks, to express their ideas and concerns, to speak up with questions, and to admit mistakes — all without fear of negative consequences."

A survey by Gallup found that just three in 10 workers in the U.S. feel like their opinions count at work. Just by moving that figure to six in 10, organizations could see a 27% reduction in turnover, 40% reduction in safety incidents, and 12% increase in productivity. The data showed that why psychological safety is such an important concept for leaders today!

The first touchstone of psychological safety - Free-flowing communication! A culture of open dialogue helps overcome interpersonal obstacles. It also tears down walls between job designations and encourages a highly collaborative work environment.

We've all been (or seen) the anxious newcomer who is hesitant to speak their mind at a meeting or who only confides in their closest work friend about having reservations about their job duties - but wouldn't ever consider having that conversation with the boss.

In a psychologically safe team, everyone communicates with mutual respect and understanding without fear of backlash. This culture of compassion allows for openness. It also reinforces continuous learning, resilience in the face of failure, and trust!

Employees experience psychological safety in the presence of other members when they relate themselves to their role performances and they are provided with sufficient personal resources to dedicate themselves to such performances. Their work is sufficiently meaningful to them. As employees feel psychologically safe and their work is meaningful to them, they are psychologically available. Thus, the condition of psychological availability refers to a situation, wherein employees draw on their whole selves in an integrated and focused manner to enhance their role performances. Thus, Kahn's definition of employee engagement suggests that employee engagement is a multi-faceted construct.

Maslach and Leiter (1997) reintroduced the concept of engagement as an energetic state of involvement that is hypothesized to be the contradictory of burnout. Maslach, Schaufeli and Leiter (2001) energy, involvement, and efficacy, are the elements characterized from engagement which have direct opposite to the three burnout dimensions; exhaustion, cynicism (an inclination to believe that people are motivated purely by self-interest; skepticism), and inefficacy. More specifically, energy, involvement and effectiveness are considered in direct contradiction to the three-dimensional combustion; exhaustion, cynicism and lack of achievement of each (Schaufeli, Bakker, & Willem, 2002; Rhenen, 2009; Schaufeli & Salanova, 2010).

Psychological meaningfulness refers to the value of a work goal, judged in relation to an individual's own ideals or standards (May et al., 2004). Psychological meaningfulness is an important job resource that exerts influence on the outcomes of helping behavior (Lin et al., 2020). Enhanced psychological meaningfulness makes employees believe that their investments of personal resources in helping others will be well reciprocated (Kahn,

1990; Lin et al., 2020). Although helping behavior can cause an extra emotional burden for helpers, psychological meaningfulness can work as a shield to helpers experiencing such stressful conditions through facilitating the recovery of resources (Ugwu and Onyishi, 2018). Thus, their helping behavior garners more positive emotional experiences, which can subsequently be beneficial for innovative behavior when psychological meaningfulness is high.

Psychological meaningfulness is a core psychological process connecting perceptions of the work environment with psychological experience (Chaudhary, 2022).

2.1.3 MODELS OF ORGANIZATIONAL COMMUNICATION

Communication is the glue that holds a society together. The ability to communicate enables people to form and maintain personal relationships. And the quality of such relationships depends on the caliber of communication between the parties (Brennan, 1974).

Communication, from a management point of view, is the process by which people are informed and guided to achieve the best results. To communicate effectively means not only putting your thoughts in order and presenting them in an accessible way, but also expressing them in a way that would capture the attention of the receiver (Beattie and Ellis, 2014)

2.1.3.1 THE SHANNON WEAVER MODEL

All models of communication involve at least three components: source, message [signal], and receptor. “The first and third of the components are simply ‘units’ capable of participating in communication. The second component is that ‘thing’ which may happen or pass between them” [italics added] (Blackburn, 2007)

The Shannon Weaver model of communication is the ‘mother of all models’ of human communication. It is also known as the ‘information theory’. It is a mathematical theory considered to be a ‘linear’ communication model. Created by Claude Shannon and Warren Weaver, it is considered to be a highly effective communication model that explained the whole communication process from information source to information receiver.

The Shannon-Weaver model of communication was originally proposed for technical communication, such as through telephone communications. Nonetheless, it has been widely used in multiple different areas of human communication.

“The fundamental problem of communication are that of reproducing a message sent from one point, either exactly or approximately, to another point” (Shannon, 1948, p. 379).

2.1.3.2 ADVANTAGES

1. It explains the barriers to effective communication very well

The Shannon Weaver information theory was revolutionary because it explains the concept of ‘noise’ in detail. It shows how information is interrupted and helps people identify areas for improvement in communication.

2. It breaks down communication into understandable parts

The model enables us to look at the critical steps in the communication of information from the beginning to end.

3. Transferable to multiple situations

The communication model was originally made for explaining communication through technological devices. However, it’s been used to explain just about any form of communication you can think of.

2.1.3.3 DISADVANTAGES

1. It’s a linear model /there’s insufficient regard for feedback

The original 1948 Shannon Weaver blueprint did not contain the ‘feedback’ component. When it was added by Weaver later on, it was included as a bit of an afterthought.

Thus, it lacks the complexity of truly cyclical models such as the Osgood-Schramm model.

2. It doesn’t account for power relationships

The model doesn't take a social scientific look at how information is interpreted differently based on power relationships or identities of those people communicating with one another.

3. It doesn't address one-to-many communication

The 'mother of all models' is silent on the issues that arise when there is one sender and multiple receivers. For a better analysis of mass communication, use a model like the Lasswell model of communication.

2.1.3.4 OSGOOD-SCHRAMM MODEL OF COMMUNICATION PRONS & CONS

The Osgood-Schramm model of communication is a communication theory, often used in mass communication studies. The theory explains how we communicate with one another, mainly though speech, writing and discourse. It emphasizes four key principles. The Osgood-Schramm model of communication is defined as a circular and interactive model that shows that messages go in two directions (Chris Drew / September 2023).

The theory explains how we communicate with one another, mainly though speech, writing and discourse. It emphasizes four key principles:

1. That communication is circular, not linear. The listener can both receive and send messages (in most instances).
2. That communication is usually equal and reciprocal
3. That there is a lot of interpretation involved when receiving a message
4. That all communication requires three steps: encoding, decoding and interpreting a message.

2.1.3.5 ADVANTAGES

- Shows how feedback can work: This model works well for explaining cyclical feedback. Other models see communication as being a one-way street, which fail to account for feedback and dialogue. In this model, the speaker can get feedback about their language, jokes, choice of words, etc. so they can try to communicate more and more clearly as the cycle continues.

- Recognizes that communication is complex: By accounting for encoding, decoding and interpretation, this model shows how sometimes we can mishear and misinterpret information.
- Sees us as active communicators: While other models see people receiving information as passive recipients, this one shows how we're active in interpreting information we receive.

2.1.3.6 DISADVANTAGES

- Doesn't recognize that communication can be unequal: There are many circumstances where communication may involve one authority figure talking and one (or many) listeners trying to interpret the message. In such instances, communication is much less equal than in Schramm's model. Therefore, this model doesn't tend to work in situations where power balances exist. In fact, this model does a poor job overall of understanding how power functions in communication.
- Doesn't work for mass communication: This is another time communication is unequal. One person communicating to many looks very different to the circular one-to-one model proposed in the Osgood-Schramm approach (for a more appropriate approach for mass media, try the Westley-Mclean model or Lasswell's model of Communication).
- "The Osgood-Schramm model reminds us that the communication of information is never a simple one-dimensional process whereby the message is encoded, transmitted and decoded as intended." (McCabe, 2009, p. 27)
- This model "...showed that the receiver as well as the sender is engaged in a continuous and active act of communication." (Theaker, 2004, p. 22)
- "The emergence of this approach meant a clear break with the traditional linear / one-way picture of communication." (Mcquail & Windhall, 2015, p. 20)
- "The model is especially useful in describing interpersonal communication but is less suitable for cases without, or with little, feedback." (Mcquail & Windhall, 2015, p. 20)
- "The circular nature of the model shows that individuals change roles as they decode the message and by the process of interpretation then recode the message to pass on to another individual." (McCabe, 2009, p. 27)
- "A possible point of criticism of this model would lie in the argument that the model conveys a feeling of equality in communication. Very often communication

is, on the contrary, fairly unbalanced as far as communication resources, power, and time given to communicate are concerned.” (Mcquail & Windhall, 2015, p. 20)

2.1.3.7 DANCE’S HELICAL MODEL

The helical model of communication was developed in 1967 by Frank Dance, which he originally named “Dance’s Helix Model of Communication”. It is considered a transactional model of communication (Chris Drew. March 18, 2023).

The model views communication as:

1. Cyclical,
2. Contextual (Influenced by time and experience),
3. Continuous,
4. Non-Repetitive, and
5. Accumulative (getting increasingly more complex and ‘knowledgeable’)

These five characteristics of the helical model are represented through the visual metaphor of a cone-shaped “helical” spring. Communication starts in a small circle, but winds out more and more with each cycle of communication

There are two benefits of the cone shape. First, it shows that communication is increasingly complex and accumulative. Second, it shows that all complex communication comes from simple origins.

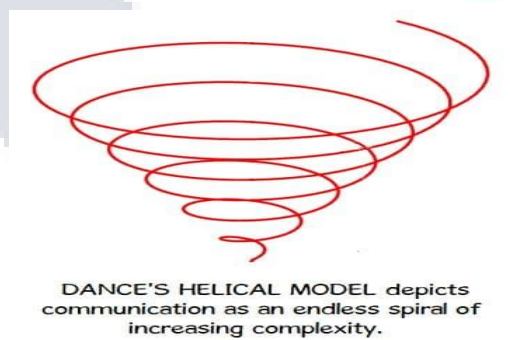


Fig 1. Dance’s Helical Model

Dance’s model builds on a range of improvements in communication models that took place in the mid-20th Century.

Here are the progressions:

1. Linear Models: Early models of communication saw it as a linear process: someone says something and another person receives it. A famous version of a linear model is the Shannon-Weaver model.
2. Circular Models: Osgood and Schramm, however, introduced a cyclical model, whereby communication goes out, but also comes back as feedback. From here on, the cyclical model overshadowed the linear model when thinking about communication.
3. Transactional Models (Including Dance's Model): Dance's model builds upon the idea that communication happens in a circular process. However, Dance proposed that communication never perfectly repeats itself. When we get information back from someone, we'll use that new information to say something smarter and in a more informed way next time.

Dance's model accommodates for improvements in our communication by creating a time-based third dimension. Now, instead of communication looking like a two dimensional circle, it looks like a three dimensional spring.

Dance tried to represent the increasing complexity of communication by representing it in a cone shape.

Our original communications might be small, simple discussions. But, as we get more knowledgeable, we can speak about more things in more ways. We'll increase our vocabulary, knowledge-base and skill in communication. This is represented by increasingly larger and larger circles within the diagram.

The small circles at the bottom of the cone represent a very simple communication cycle. It may represent the first piece of information you learn about something in a communication event.

For example, the first interaction may be simply to learn someone's name. It is a simple piece of knowledge sharing.

The next time you chat, you may discuss something more deeply: you might discuss who your families are, or what your jobs are. The increasing depth and complexity is represented by a wider circle.

Eventually, you may discuss more and more topics until one day you're sharing with one another deeply held secrets. You are familiar with each other's mannerisms and moods, and all of this impacts how you interact. This great complexity in communication is represented by a much wider circle at the top of the helix.

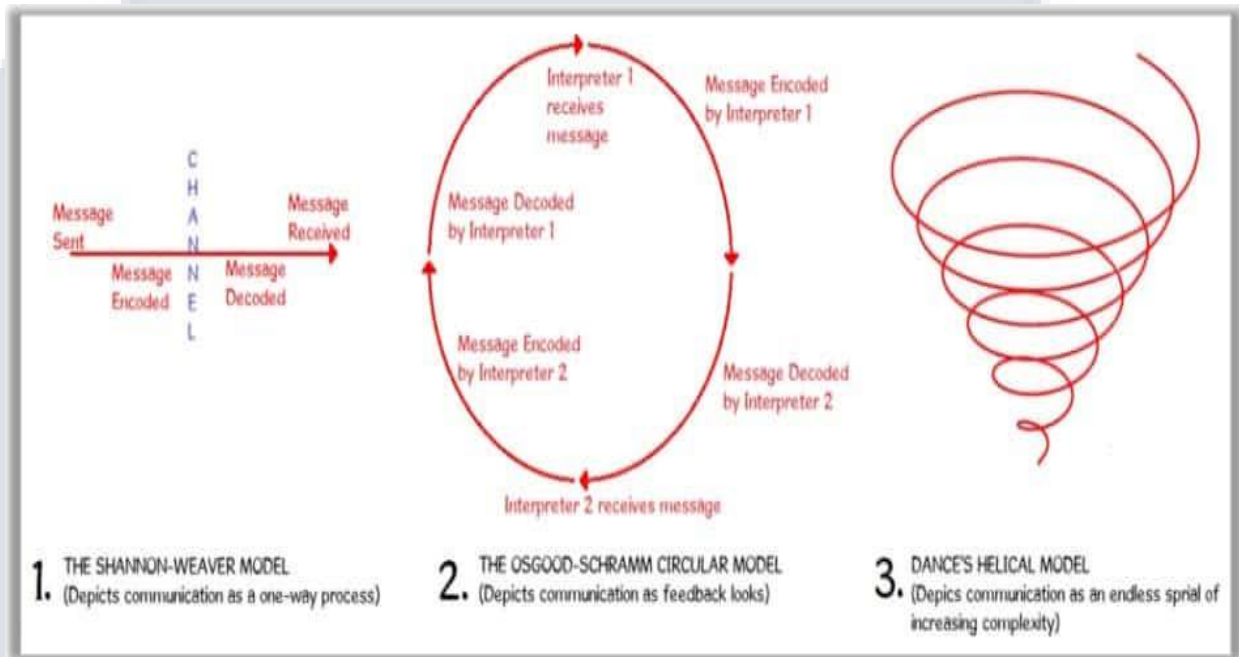


Fig 2. Comparison of Linear, circular and Helical Model

Galvin and Wilkinson (2011) explain how Dance's helix model might explain a relationship between a husband and wife. Their example shows a practical example of how communication is always built upon past experiences.

They note:

“The helix representation provides support for the concept that “You can't put a relationship in reverse and erase a difficult period of time.” We have stopped counting the times we have heard, “If only things could go back to the way they were two years ago.” Or “I want to wipe the last 6 months of our marriage.” In reality each encounter adds experience and meaning to a relationship; this history cannot be denied.” (Galvin and Wilkinson, pp. 7-8)

This example helps show how each communication event leads to deeper understanding and complexity. We learn from each cycle²⁶ of the communication process. This is represented by the increasingly bigger and bigger spiral after each cycle of communication.

2.1.3.9 ADVANTAGES

- The model can be used to represent an individual communication event between two people, or one person's growing communication skills over a long period of time.
- The model takes into account the dimension of time in ways that most other models fail to do.
- The model takes into account the ways learning throughout a cycle of communication leads to increasing complexity.
- There is acknowledgement that every experience impacts upon our future actions, and that we cannot get a chance at re-doing an argument, discussion or moment that has passed.

2.1.3.10 DISADVANTAGES

- There is little insight into the role of forgetting or deleting old ways of communicating in this model. There is the implication that communication development is, in its own way, simply linear. There is never a backward step.
- The model assumes continuity and does not account for moments when there are breaks in communication or we are not learning to communicate any more effectively.
- It is unclear (to me) if the cycle represents growing ability to communicate or growing knowledge during the process of communication (it could be misread as a 'learning spiral' as opposed to a 'communication spiral' per se)
- The model is somewhat ambiguous due to its abstract nature. Other models like the Osgood-Schramm and Lasswell models are very clear in the steps involved in each communication 'cycle' or 'step', whereas Dance's model doesn't show the processes that occur within the cycle itself.
- The model is apparently out of use today. Very few scholarly articles cite it on google scholar, implying it has little use or value to contemporary communication scholars.

2.2 EMPRICAL REVIEW

Yee (2012) conducted a survey on factors influencing employee engagement among western based multinational corporations in Peenang free trade zone of Malaysia. The study found out that employee engagement in the work place is crucial to improving & preserving organizational effectiveness. In addition, the study found out that employee engagement can be achieved through involvement & participation, recognition & rewards, internal communication & work environment as long as there is a strong relationship between employees & employers

According to Josephine and Emmanuel (2018), it has been claimed that Studies have confirmed organizations that actively manage their cultures typically have thirty-percent higher levels of innovation and 40% higher levels of retention. Thus, leaders are admonished to focus on driving engagement through the right corporate culture in order to improve execution, retention and financial performance.

Kumar (2011), also emphasized that organization should recognize employees, more than any other variable, as powerful contributors to its competitive position. Engaged employees can help their organization achieve its mission, execute its strategy and generate important business results. Therefore, employee engagement should be a continuous process of learning, improvement, measurement and action. Kumar(2011), also provides a noteworthy implication for practitioners that organizations with higher levels of employee engagement outperform their competitors in terms of profitability. Engaged employees give their company's crucial competitive advantages—including higher productivity, customer satisfaction and lower employee turnover.

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

2.3 CONCEPTUAL FRAMEWORK

To analyze the effect of MBI communication on employee engagement, Denison's model is chosen since the contents in this model are found to be ideal to measure the intents of corporate communication in a typical manufacturing company.

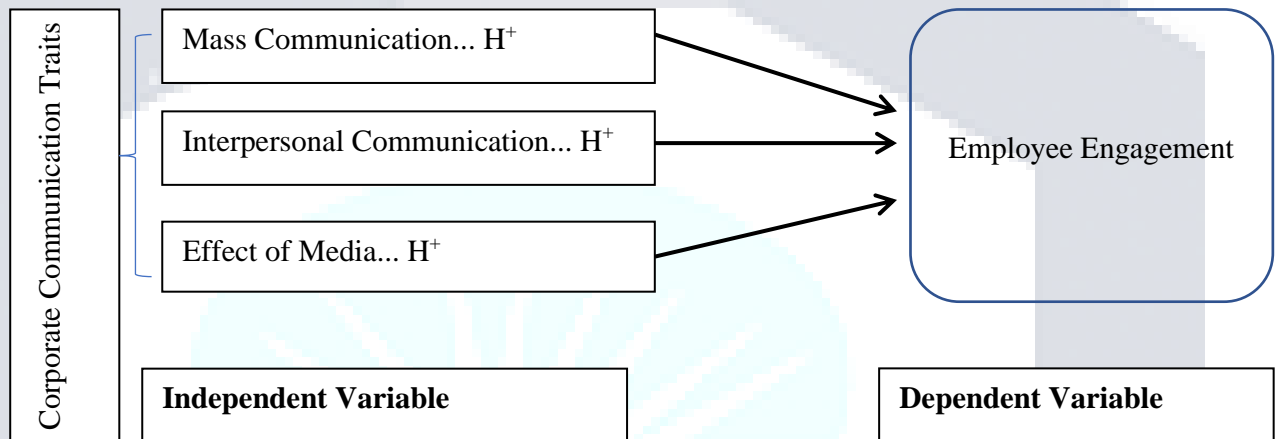


Figure 3: Conceptual Framework (adopted from Denison's Model (2011))

CHAPTER THREE

3. RESEARCH METHODOLOGY

This chapter deals with description of the study area, research approach, research design, and methods that are followed while the study was carried out. In line with this, sample size and sampling techniques used to draw samples as well as the reliability is also presented.

3.1 RESEARCH APPROACH

The researcher used quantitative as well as qualitative approach to find out the relationship among dependent variable (Employee Engagement) and independent variables (each trait under corporate communication). To this effect, Structured questionnaire developed by Denison (2011) as well as Gallup Q12 (2009) has been implemented.

3.2 RESEARCH DESIGN

The research investigates the effect of the MBI's corporate communication on employee engagement. Thus, correlational research approach has been followed to investigate the relationship among different communication traits and employee engagement in MBI. To this effect, standard close ended questionnaire has been distributed. With regard to statistical method, both descriptive and inferential statistics have been implemented. The data has been analyzed using SPSS software version 20.

3.3 POPULATION OF THE STUDY

The target population of the study is employees of MBI, who have knowledge about the MBI's past culture, communication habits and the business dynamics. MBI has 418 permanent employees as of July 7, 2022. Thus, the total population of the study is permanent employees of MBI. The following table summarizes the target population from which sample size is drawn.

Table 1 – Population of the Study

S/n	Location	Number of branches	Staff Size
1.	Head Office	-	214
2.	Awash 7	2	79
3.	Chancho	-	73
4.	Summit	-	31
5.	Addis Ababa	7	21
	Total	9	418

3.4 SAMPLE SIZE AND SAMPLING TECHNIQUE

From the total population of 418 employees, a sample of 247 employees has been taken using Naing, winn&nordin (2006) sample size calculation formula depicted below.

$$n = \frac{N Z^2 P(1-P)}{d^2 (N-1) + Z^2 P(1-P)}$$

Where, N = Total population

Z = confidence Interval

P= level of precision

D= accepted error

Regarding the sampling technique, taking the above sample size, stratified sampling is used since, the population consists strata of branches from different district as well as from Head Office Departments. Then random stratified sampling is used to select branches under each stratum of districts. And again random stratified sampling has been used for the sample respondents.

Table 2 – Samples taken

S/n	Location	Number of Branches	Branches in percentage	Sample respondent taken
1.	Head Office	1	0.09	151
2.	Awash 7	1	0.09	48
3.	Chancho	1	0.09	38
4.	Summit	1	0.09	6
5.	Addis Ababa	7	0.45	4
	Total	11	4.053	247

Accordingly, a total of eighteen branches have been taken as sample from each stratum. Regarding Head office department, all departments have been taken as sample work units, and the respondents have been selected randomly.

3.5 DATA SOURCE AND TYPE

Both primary and secondary data are used for the study. The primary data was collected directly from respondent from different strata while the secondary data has been secured from the Bank's annual report, circulars and other published materials.

3.6 DATA COLLECTION INSTRUMENT

The researcher reviewed different literatures so as to decide what model would be suitable for the researcher's area of study. Accordingly, Denison's structured questionnaire has been implemented to assess the Bank's culture, while regarding measuring employee engagement, Gallup Q12 structured questionnaire has been used. Gallup's employee engagement work known as Gallup Q12 Index, is based on more than 30 years of in-depth behavioral economic research involving more than 17 million employees. Through rigorous research, Gallup has identified 12 core elements that link powerfully to key business outcomes.

Denison's model is found to be ideal model to be followed since the traits under this model are intended to measure the culture of for profit business organizations. Moreover, it has been tested for over two decades and found to be effective model that focuses on the link between organizational culture and performance measures such as profitability, growth,

quality and employee satisfaction. The model is well designed and created in business environment. Furthermore, it is linked to bottom-line business results.

Correlation and regression analysis has been carried out using SPSS version 21.

3.7 MODEL SUMMARY

The following model is used to show the variations of dependent variable which is employee engagement, due to the change in independent variables.

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + e$$

Where,

Y=dependent variable

α =smoothing constant

β = coefficient of independent variables

X1 – X4 = independent variables

e = error

3.8 VALIDITY AND RELIABILITY

The validity of the instrument has been checked by conducting pilot test of the questionnaires developed. Using chronbach alpha test validity is assured as well as internal consistency is checked to assure reliability.

Table 3 - Reliability Test

Variables	Chronbach Alpha Coefficients	Number of Items
Mass communication	0.912	9
Interpersonal communication	0.893	9
Effect of media	0.911	9
Employee Engagement	0.901	12

CHAPTER FOUR

4. DATA PRESENTATION AND ANALYSIS

This chapter presents the data collected, summarized and the analysis part. As per the sample size formula, 326 questionnaires were distributed, but 9 questionnaires were not returned. Again 9 were invalid since they were not filled appropriately. Eventually, 317 questionnaires were valid for analysis.

4.1 DEMOGRAPHIC CHARACTERISTICS OF THE RESPONDENTS

Table 4 – Demographic Characteristics

Respondents Characteristics		Frequency	Percentage
Age	18-30	64	25.9%
	30-40	138	55.8%
	41-50	37	14.9%
	>=51	8	0.03%
	Total	247	100%
Gender	Female	55	22.3%
	Male	192	77.7%
	Total	247	100%
Level of education	12	115	46.5%
	Diploma	88	35.6%
	Degree	42	17.0%
	Masters and above	2	0.008%
	Total	247	100%
Experience	1-3 years	35	14.1%
	3-5 years	82	33.1%
	5-10 years	124	50.2%
	above 10 years	6	0.02%
	Total	247	100%
Marital status	Single	49	19.8%
	Married	198	80.16%
	Divorced	0	0.0%
	Widow	0	0.0%
	Total	247	100%

From respondents who participated in the study, 64(25.9%) of them were aged between 18 and 30 years. The majority of the respondents, 138 that count for 55.8% were between 30 and 40. This indicates that majority of the organization work are done by young employees.

As shown in table 4.1, 192 (77.7%) of the respondents are male while the remaining are females. This indicates that, the majority of the respondents were found to be male compared to females in the organization.

Employees' educational background is the other important factor to be considered with regard to making business communication..

Regarding the respondent's experience in the company as indicated on table 206(83.3%) of the respondents are 3-10 years (relatively high percentage or number of respondents from others),

Regarding the respondent's marital status, 198(80.1%) are married while 49(19.8%) are single.

4.2 KEY DIMENSIONS OF CORPORATE COMMUNICATION

4.2.1 MASS COMMUNICATION

Table 5 - Level of Agreement – Mass communications

Trait –Involvement	Level of agreement					overall level of agreement
	strongly disagree	disagree	Neutral	Agree	Strongly Agree	
You feel that the company always tells the truth	2.8%	9.8%	13.9%	63.6%	9.8%	73.4%
The company provide accurate information to the company	5.4%	13.6%	10.1%	31.9%	39.1%	71.0%
The organization provide adequate information about its policies and goals	1.9%	12.9%	12.0%	30.9%	42.3%	73.2%
The organization communicate frequently with employees	.9%	6.3%	7.6%	40.7%	44.5%	85.2%
Senior members of the organization regularly share views on issues of	2.2%	5.4%	11.4%	31.5%	49.5%	81.1%

importance						
The organization provide adequate information about its policies and goals	1.6%	5.4%	16.1%	68.8%	8.2%	77.0%
You rate good the organization's actions on your previous feedback	4.4%	7.9%	15.1%	27.4%	45.1%	72.6%
You rate good your awareness of the company's goals	4.7%	7.3%	11.7%	58.4%	18.0%	76.3%
Authority is delegated so that employees can act on their own	3.5%	11.4%	9.8%	64.7%	10.7%	75.4%
Capacity Development-Average	4.2%	8.8%	12.2%	50.2%	24.6%	74.8%
Mass communication Average	3.1%	8.9%	12.0%	46	29.7%	76.1%

The above table illustrates the respondents' outlook regarding the involvement dimension of the Bank's corporate culture. Accordingly, the Empowerment trait result shows that 73% of the respondents agreed that Decisions are made at the levels where right information is available, whereas 13.9% remained neutral, while 12.6% disagreed. Again majority of the respondents that count for 71% agreed that Employees are involved in decision making at their level, whereas

Team Orientation trait aggregate result shows that 81% of the respondents agreed that Employees perform their duties like they are part of a team, whereas 11% remained neutral, while 7.3% disagreed. Thus, majority of the respondents agreed that there is cooperation and team work that is exhibited in the day to day activities of the Bank.

Under the capacity development section, the result shows that 74.8% agreed that The Bank continually invests in developing skills of employees, the capabilities of employees are viewed as important sources of competitive advantage, and authority is delegated so that employees can act on their own, 12.2% are neutral, while 13% disagreed.

4.2.2 INTERPERSONAL COMMUNICATION

Table 6- Level of Agreement – Interpersonal communication

Trait –Interpersonal	Level of agreement					overall level of agreement
	strongly disagree	disagree	Neutral	Agree	Strongly Agree	
you get the information you need when you	4.4%	9.5%	18.4%	21.5%	46.2%	67.7%

need it						
Your superior makes you feel free to talk with him/her	.9%	8.2%	14.2%	68.8%	7.9%	76.7%
Your superior makes it easy for you to do your best work	1.6%	4.7%	7.9%	75.7%	10.1%	85.8%
Your superior is frank and candid with you	2.2%	6.3%	10.4%	66.9%	14.2%	81.1%
It is safe to say what you are really thinking to your superior	2.8%	8.5%	20.2%	18.3%	50.2%	68.5%
You can communicate job frustrations to your superior	.9%	8.8%	11.7%	71.0%	7.6%	78.5%
You can tell to your superior about the way you feel he/she manages your department	2.8%	12.3%	16.1%	21.1%	47.6%	68.8%
You are free to tell your superior that you disagree with him/her						
You believe that your superior thinks he/she really understands you						
Coordination and Integration Average	3.0%	10.3%	15.5%	25.2%	46.0%	71.2%
Consistency Average	2.5%	8.6%	14.3%	44.2%	30.4%	74.6%

Consistency trait involves three sub dimensions including core values, agreement and coordination and integration.

The core value average result shows that 76.7% of the respondents agreed that Leaders walk the talk as well as the bank values and norms are consistent. They also revealed that there is ethical code of conduct that guides employee behavior, whereas 13.5% remained neutral, while 9.8% disagreed.

For agreement sub-dimension, 76% of the respondents agreed that The Bank has strong culture expressed in its values, beliefs and norms, and If disagreement occur, employees work hard to reach a "win-win" solution. The majority also agreed that and there is clear agreement regarding the right way and the wrong way to do things, whereas 14.1% remained neutral, while 9.9% disagreed.

Regarding coordination and Integration, 71.2% agreed that employees from different department/branches share a common perception, The approach to perform daily task is very consistent, Working with someone from another department is the same as working

with someone within the Department or branch. 14.3% were indifferent, yet 11.1% disagreed.

4.2.3 EFFECT OF MEDIA

Table 7 Level of Agreement –Effect of Media

Trait – Effect of Media	Level of agreement					overall level of agreement
	strongly disagree	disagree	Neutral	Agree	Strongly Agree	
The organization’s internal use of social media improve communication between you and your colleagues	6.0%	11.7%	14.6%	56.0%	11.7%	67.7%
The company’s internal use of social media give you a sense of belonging and community	2.5%	12.4%	16.2%	57.3%	11.5%	68.8%
The organization’s internal use of social media give you a way to influence the company	7.9%	9.5%	17.1%	16.8%	48.7%	65.5%
The organization’s internal suggestion box give you a way to influence the company	3.2%	5.7%	14.8%	29.0%	47.3%	76.3%
Organizational Learning	4.3%	7.6%	14.8%	27.0%	46.3%	73.3%
Adaptability Average	4.1%	7.9%	14.2%	41.1%	32.7%	73.8%

The Adaptability trait of corporate culture encompasses three sections namely creating change, customer focus and organizational learning. The aggregate result of creating change shows that 67.3% of the respondents agreed indicating that the Bank is very responsive to change; different Departments/Branches cooperate to create change and the Bank responds well to the action of competitors, whereas 16% remained neutral, while 16.7% disagreed.

Respondents that account for 80.7% agreed that customers' comment leads to change and influence decision making, employees understand customers' wants and needs; customers input directly influences the Bank's decision. 11.7% were indifferent and 7.6% expressed their disagreement.

Regarding organizational learning, 73.3% of the respondents expressed their agreement to the statement of the Bank encourages innovation and risk taking, learning is an objective in

the day to day work of the Bank, one department or branch is informed what is done by the other. 14.2% remained neutral while 12% disagreed.

4.3 EMPLOYEE ENGAGEMENT

Table 8: Mean and S.D. Employee engagement

Item	Mean	Std. Deviation
I know what is expected of me at work	4.09	.543
I have materials and equipment needed to do my work	3.85	.732
I am given the opportunity to do my best every day	3.88	.823
I have received recognition or praise for doing good work in last seven days	3.80	1.364
There is someone at work who encourages my development	3.76	1.011
At work, my opinions seem to count	4.09	1.083
The mission/purpose of my company makes me feel my job is important	4.19	1.007
My associates/colleagues are committed to do quality work	3.88	.805
I have best friend at work	4.03	.643
In last six months, someone has talked to me about my progress	3.69	.984
My supervisor cares about me as a person	3.81	.829
In the last year, I had opportunities to learn and grow	4.08	1.219
Mean	3.93	0.92

4.4 DESCRIPTIVE ANALYSIS

Table 9: Mean, S.D. of Corporate communication

Items	Mean	Std. Deviation
You feel that the company always tells the truth	3.68	.886
The company provide accurate information to the company	3.86	1.226
The organization provide adequate information about its policies and goals	3.99	1.111
The organization communicate frequently with employees	4.21	.903
Senior members of the organization regularly share views on issues of importance	4.21	.991
The organization provide adequate information about its policies and goals	3.77	.739
You rate good the organization's actions on your previous feedback	4.01	1.149
You rate good your awareness of the company's goals	3.78	.983
Authority is delegated so that employees can act on their own	3.68	.933
Mass communication-Total	3.91	0.99
you get the information you need when you need it	3.96	1.194
Your superior makes you feel free to talk with him/her	3.74	.755
Your superior makes it easy for you to do your best work	3.88	.706
Your superior is frank and candid with you	3.85	.822
It is safe to say what you are really thinking to your superior	4.04	1.141
You can communicate job frustrations to to your superior	3.75	.756
You can tell to your superior about the way you feel he/she manages your department	3.98	1.179
You are free to tell your superior that you disagree with him/her	4.17	.966
you get the information you need when you need it	3.87	1.243
Interpersonal communication-Total	3.92	0.97
The organization's internal use of social media improve communication between you and your colleagues	3.56	1.039
The company's internal use of social media give you a sense of belonging and community	3.63	.931
The organization's internal use of social media give you a way to influence the company	3.89	1.320
The organization's internal suggestion box give you a way to influence the company	4.12	1.059
Effect of media-Total	3.90	1.04

4.5 CORRELATION

Table 10– Correlation Analysis

		Mass Communication Total	Interpersonal communication Total	Effect of Media Total	Employee Engagement Total
Mass Communication Total	Pearson Correlation	1			
Interpersonal communication Total	Pearson Correlation	.876**	1		
Effect of Media Total	Pearson Correlation	.859**	.905**	1	
Employee Engagement Total	Pearson Correlation	.814**	.851**	.829**	1

Correlation analysis deals with relationships among variables and helps to gain insight into the direction and strength of relation between the variables. Correlation coefficients take values between -1 and 1 these have the following meanings: -1 = negative correlation, 0 = no correlation and 1 = positive correlation. The sign of the correlation coefficient defines the direction of the relationship. The absolute value indicates the strength of the correlation. The sign of the correlation coefficient defines the direction of the relationship. The absolute value indicates the strength of the correlation.

Vijay Gupta (1999) state that a correlation result which is A high level of correlation is implied by a correlation coefficient that is greater than 0.5 in absolute terms (i.e. - greater than

0.5 or less than -0.5). A mid-level of correlation is implied if the absolute value of the coefficient is greater than 0.2 but less than 0.5. A low level of correlation is implied if the absolute value of the coefficient is less than 0.2. In order to assess the relationship between the four dimensions of corporate culture (Involvement, Consistency, Adaptability and Mission) with Employee Engagement correlation analysis was conducted.

The data collected was fed to the SPSS software version 20. to process correlation analysis. Based on the data, the following correlation analysis was made.

Pearson's correlation test was conducted to check the degree of relationship between the independent variables i.e. (involvement, consistency, adaptability and mission) and the dependent variable i.e. Employee Engagement. The results of the correlation between these variables are shown in table presented above. The results indicate that there is a significant correlation between all corporate culture dimensions and employee engagement.

4.6 INFERENTIAL STATISTICS

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.879 ^a	.772	.769	.31127

a. Predictors: (Constant), Mass communication, Interpersonal Communication, Effect of media

b. Dependent Variable: Employee Engagement

ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	102.351	4	25.588	264.094	.000 ^b
	Residual	30.229	312	.097		
	Total	132.580	316			

a. Dependent Variable: Employee Engagement

b. Predictors: (Constant), Mass communication, Interpersonal Communication, Effect of media

Coefficients^a

Model		Un-standardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	.696	.113		6.189	.000		
	Mass Communication	.129	.051	.154	2.525	.012	.197	5.089
	Interpersonal communication	.276	.064	.324	4.343	.000	.132	7.599
	Effect of media	.101	.055	.130	1.824	.069	.145	6.901

a. Dependent Variable: Employee Engagement

Regression analysis was conducted to see whether a set of predictor variables well predict an outcome variable and which variable in particular are significant predictors of the dependent variable.

As shown in the model summary table above, 77.2% of the variation in employee engagement is explained by the four dimensions of corporate culture. The ANOVA result also shows that the overall significance is .000, which shows that the result was not accidental.

Table 11: Test of Hypothesis

Hypothesis	Result
<p>H₀: There is no relationship between Mass Communication Dimension of corporate communication and Employee Engagement</p> <p>H₁: There is a positive relationship between Mass Communication Dimension of corporate communication and Employee Engagement</p>	<p>B=0.154 P<0.05 Ho: Rejected H1: Accepted</p>
<p>H₀: There is no relationship between Interpersonal Communication Dimension of corporate communication and Employee Engagement</p> <p>H₁: There is a positive relationship between Interpersonal Communication Dimension of corporate communication and Employee Engagement</p>	<p>B=0.324 P<0.05 Ho: Rejected H1: Accepted</p>

H₀: There is no relationship between **Effect of Media Dimension** of corporate communication and Employee Engagement

H₁: **There is a positive** relationship between **Effect of Media Dimension** of corporate communication and Employee Engagement

B=0.130 P>0.05, but
since r=0.626 H₀:
Rejected H₁: Accepted



CHAPTER FIVE

5. SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATION

This chapter presents the summaries of major findings secured from the study. Based on the findings, conclusions are drawn that served as a base for the recommendations forwarded consequently.

5.1 SUMMARY OF FINDINGS

Major finding of the study are the following:

- 247 questionnaires were valid for analysis, which is 94.6% response rate.
- It is found out that 90% of the MBI employees who took part in the study were below the age of 45. This implies that majority of the sample included in the study is young.
- Majority of the sample that counts for 89.5% were male, while female count for 10.5%. males inclines to dominate the Bank's population,
- All of the respondents Grade 12 and above qualifications, which entails that they have enough understanding about the MBI's corporate communication and related issues.
- 68% of the respondents have below 5 years of experience. This infers that the new blood infused to the MBI is higher.
- 28.1% are single, while 71.9% are married.
- The mean score of Mass communication dimension of corporate communication is 4.00, which is the highest among the other dimensions.
- Employee engagement shows that majority of employees are engaged
- The mean score of Employee engagement shows that majority of employees are engaged
- The mean score of employee engagement infers that the majority of the respondents agreed on the measuring statements of employee engagement and that the majority of employees are engaged.
- As inferred from Pearson coefficient, all the dimensions of corporate communication are positively related to employee engagement, with level of significance at $p < 0.01$

- Regression analysis infers that 77.2% variation in employee engagement is explained by corporate communication. The significance value of F statistics shows a value .000, and $p < 0.05$ assures that the model is significant.
- Interpersonal communication is the most contributing factor in predicting employee engagement with a beta value of .324. This means, when Interpersonal communication is increased by one unit, employee engagement will increase by 32.4%.
- All dimensions of corporate communication have positive relationship with employee engagement and thus all of alternative hypotheses are accepted.



5.2 CONCLUSION

The aim of this research paper is to find out the effect of corporate communication on employee engagement. Accordingly, the following conclusions are drawn from the findings.

Interpersonal communication is the most contributing factor in predicting employee engagement, as shown in the finding of the study. Therefore, this implies that, as the company uphold its core values more, maintain the current way of communication expressed in its values, beliefs and norms as well as keep consistent approach and more focus on interpersonal communication in daily business, it will make its employees to be more engaged.

Next to Interpersonal communication, effect of media is found to be more contributing factor in predicting employee engagement. Informing its employees about its strategy, continually monitoring its progress as well as the presence of shared vision among employees makes employees to be more engaged.

The mean scores for the statement under effect of media sub section, which says decisions are made at the levels where right information is available, capabilities of employees are viewed as an important source of competitive advantage are relatively higher.

Mass communication is also found to have significance value in predicting employee engagement. This implies that as the company has convenient environment for employees to adapt, the employees' level of engagement will increase.

5.3 RECOMMENDATION

The researcher commends the following recommendations for the company so as to enhance the further engagement of employees that would in return help to boost its competitiveness. Hence, based on the research findings and the consequent conclusions drawn, the following recommendations are forwarded that are believed to improve the MBI's employee engagement.

- Interpersonal communication shall be highly maintained as it is found to be the most contributing factor to employee engagement. The Company should uphold its strong culture expressed in its values, beliefs and norms. The consistent approach to perform daily task shall also be kept in order to engage employees.
- The Company would boost employee engagement if it works hard on the three dimensions of mass communication, interpersonal communication and effect of media dimensions of corporate communication. Particularly, it need to give due emphasis to interpersonal communication dimension of corporate communication, as inferred from the findings. It should keep on informing employees about its strategy, clarify its mission and the long term direction of the company, so that employees will be more engaged and willing to go extra mile for the company to be profitable.
- Overall employee engagement score shows most of employees are engaged to their work. Nevertheless, the mean score for the statement that assert the presence of someone who encourages employees' development as well as who talks them about the progress they made has lower mean score. Thus, the management needs to encourage and appreciate the progress its employees made in order to boost their level of engagement as communication made clear matters, ideas, intentions and perceptions.

5.4 REFERENCE

- Abhijit S. Debalina R. (2010) – Employee Engagement – Engaging the 21st century workforce Asian Journal of Management Research Online Open Access publishing platform for Management Research
- Alan M. Saks, 2006 antecedents and consequences of employee engagement
- Armstrong, M. (2010). A hand book of Employee Reward Management & practice. Great Britain and United State; Kogan (P) Limited
- Denison, R.D. and Neale, S.W. (2011). Denison organizational Survey Facilitator Guideline. Denison consulting LLC
- Dolan, S. and Lingham, T., (Ed). (2012). Introduction to International Organizational Behavior. Logan Lt-d
- Gallup Organization (2008) “Employee Engagement: Leading Indicator of Financial Performance.”
- Gibson, J. (2006). Employee engagement: a review of current research and its implications. The Conference Board.
- Gubman, E. (2004) – The Engaging leader; winning with today’s free agent workforce <https://bizfluent.com> the difference between corporate culture and organizational culture
- Josephine P., Emmanuel. A. (2018). Organizational Culture: A Catalyst For Employee Engagement. Global Journal of Human Resource Management, Vol.6, No.3, pp 11-28.
- Kahn, W.A. (1990). "Psychological conditions of personal engagement and disengagement at work", Academy of Management Journal
- Macey, W. H. & Schneider, B. (2008). The Meaning of Employee Engagement. Industrial and Organizational Psychology, (2008)
- Madhura Bedarkar, D. P. (2013). A study on the drivers of employee engagement effecting employee performance.

ManiamKaliannan, S. N. (2014). Effective employee engagement and organizational success: a case study.

Markos S, Sridevi, M. (2010) Employee Engagement: the key to performance

Maslach, C., & Leiter, M. P. (2008). Early Predictors of Job Burnout and Engagement. *Journal of Applied Psychology*, 93 (3), 498-512.

Nawaz, S., Hassan, M., Hassan, S., Shukat, S. and Asadullah, A.M. (2014) Effect of Employee Training and Empowerment on Employee Creativity through Employee Engagement: Empirical Evidence From Manufacturing Sector of Pakistan. *Middle-East Journal of Scientific Research*, 19, 593-601.

Richard S. Theresa O. (2017) Organizational culture & Employee Engagement within the Ghanaian Public Sector

Robinson, D., Perryman, S. and Hayday, S. (2004): *The Drivers of Employee Engagement*, Institute for Employment Studies, Brighton.

Saks, A.M. (2006). Antecedents and consequences of employee engagement, *Journal of Managerial Psychology*, 21 (7), pp. 600-619.

Schaufeli, W., Martínez, I., Marque's-Pinto, A., Salanova, M. and Bakker, A.B., 2002. Burnout and engagement in university students: A crossnational study. *Journal of Cross-Cultural Psychology*

Schein, H.E. (2009). *Organizational culture and leadership*. John Wiley & Sons, Inc. Albrecht (2004) Simon A. *A handbook of employee engagement*: Northampton, USA

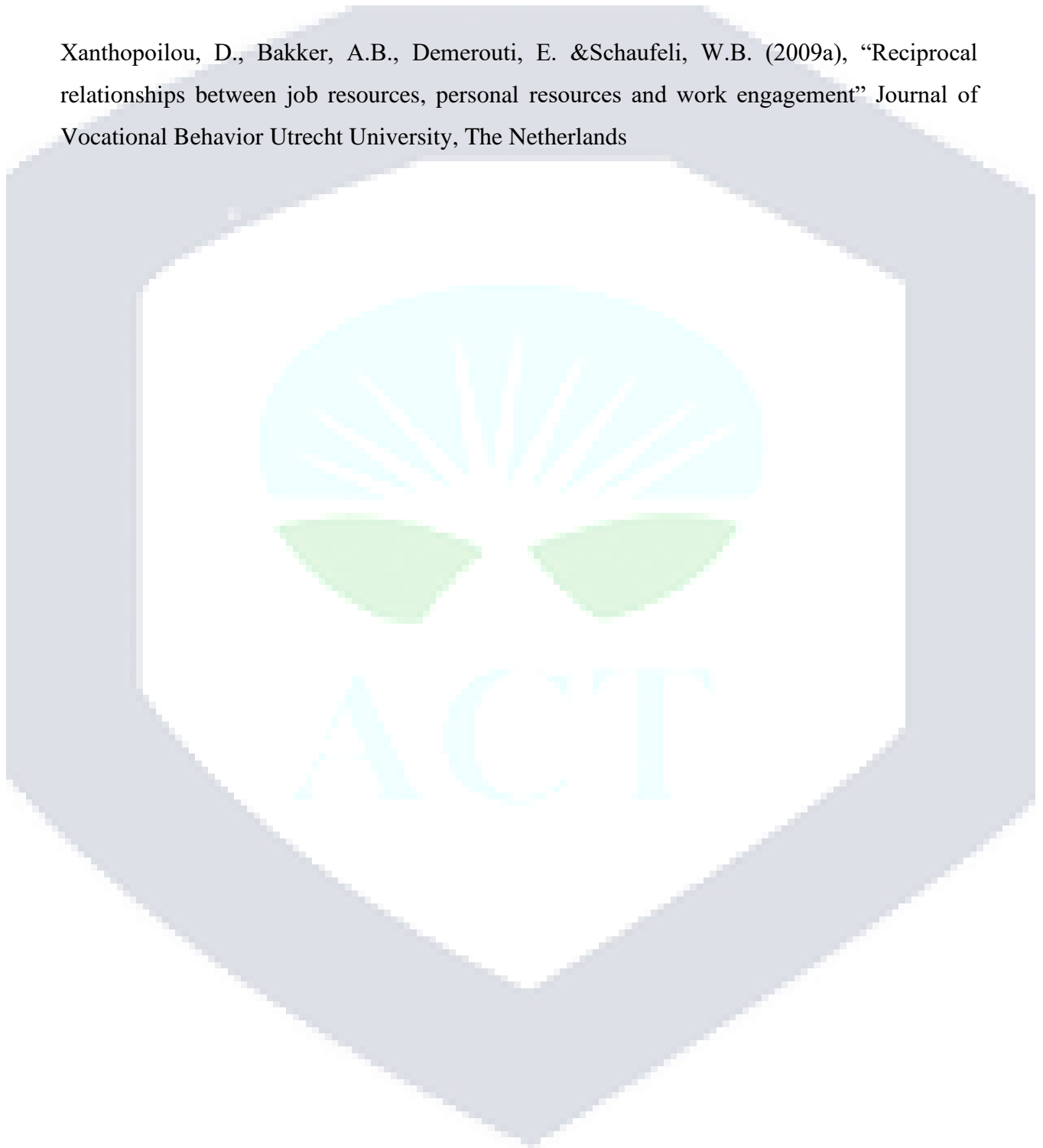
Hallberg & Schaufeli, 2006 "same same" but different. Can work engagement be discriminated from Job involvement and organizational commitment

Salanova et al., (2005) Schaufeli, W., Martínez, I., Marque's-Pinto, A., Salanova, M. and Bakker, A.B., 2002. Burnout and engagement in university students: A cross-national study. *Journal of Cross-Cultural Psychology*

Thomas S. Bateman, Scott A. Snell. (1999) Management: Building competitive advantage
Irwin/McGraw-Hill

www.dashenbanksc.com

Xanthopoulou, D., Bakker, A.B., Demerouti, E. & Schaufeli, W.B. (2009a), "Reciprocal relationships between job resources, personal resources and work engagement" Journal of Vocational Behavior Utrecht University, The Netherlands



ANNEX



ACT

Questionnaire

The Effect of Communication on Employee Engagement

Dear Respondent,

I am Tesfu Abebe, Business Administration (Online) Post Graduate student in American College of Technology.

This questionnaire is intended to analyze the effect of Modern Building Industries Plc communication on employee engagement. It is intended for academic research and will never be used for any other purpose.

Hence, your sincere response highly appreciated for the effective completion of the research being undertaken. Your participation is voluntary. Your feedback to the questionnaire is kept strictly confidential.

Thank you!

Part 1: General Profile (encircle the letter of your choice)

1. Age : A. 18 - 30 B. 31- 40 C. 41 - 50 D. 51 and above

2. Gender: A. Female B. Male

3. Educational level:

A. <= 12 B. Diploma C. Degree D. Masters

4. How long have you been in this Factory? _____

A. 1 - 3 Years B. 3 - 5 Years C. 5 - 10 Years D. 10 Years and above
D. above 15 years

2. Marital Status; A. Single B. Married C. Divorce D. Widow

Part II – Communication of Modern Building Industries Plc

Please encircle the number of your choice

Traits of MBI Communication	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
I. MASS COMMUNICATION					
You feel that the company always tells the truth	iii 1	2	3	4	5

The company provide accurate information to the company	1	2	3	4	5
The organization provide adequate information about its policies and goals	1	2	3	4	5
Your company communication culture drive your engagement in your work					
The organization communicate frequently with employees	1	2	3	4	5
Senior members of the organization regularly share views on issues of importance	1	2	3	4	5
The organization provide adequate information about its policies and goals	1	2	3	4	5
The organization provide adequate information about critical changes					
You rate good the organization's actions on your previous feedback	1	2	3	4	5
You rate good your awareness of the company's goals	1	2	3	4	5

	1	2	3	4	5
II. Interpersonal Communication	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
you get the information you need when you need it	1	2	3	4	5
Your superior makes you feel free to talk with him/her	1	2	3	4	5
Your superior makes it easy for you to do your best work	1	2	3	4	5
Your superior really understands your job problems	1	2	3	4	5
Your superior is frank and candid with you	1	2	3	4	5
It is safe to say what you are really thinking to your superior	1	2	3	4	5
You can communicate job frustrations to to your superior	1	2	3	4	5
You can tell to your superior about the way you feel he/she manages your department	1	2	3	4	5
You are free to tell your superior that you disagree with him/her	1	2	3	4	5
You believe that your superior thinks he/she really understands you	1	2	3	4	5

III. Effect of Media	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
The organization's internal use of social media improve communication between you and your colleagues	1	2	3	4	5
The company's internal use of social media give you a sense of belonging and community	1	2	3	4	5
The organization's internal use of social media give you a way to influence the company	1	2	3	4	5
The organization's internal notice board improve communication between you and the organization	1	2	3	4	5
The organization's internal suggestion box give you a way to influence the company	1	2	3	4	5

III. Employee

Engagement Employee Engagement	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
I know what is expected of me at work	1	2	3	4	5
I have materials and equipment needed to do my work	1	2	3	4	5
I am given the opportunity to do my best everyday	1	2	3	4	5
I have received recognition or praise for doing good work in last seven days	1	2	3	4	5
There is someone at work who encourages my development	1	2	3	4	5

At work, my opinions seem to count	1	2	3	4	5
The mission/purpose of my company makes me feel my Job is important	1	2	3	4	5
My associates/colleagues are committed to do quality work	1	2	3	4	5
I have best friend at work	1	2	3	4	5
In last six months, someone has talked to me about my progress	1	2	3	4	5
My supervisor cares about me as a person	1	2	3	4	5
In the last year, I had opportunities to learn and grow	1	2	3	4	5

