

**FACTORS INFLUENCING EMPLOYEE ENGAGEMENT AT
WORKPLACE IN ZAMBIA - CASE STUDY OF INVESTRUST BANK
PLC-IN LUSAKA**

MONICA MULENGA

Student ID: 720000249

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DECLARATION

I, **MONICA MULENGA**, the undersigned, declare that this dissertation is my original research work and that it has not been submitted or being concurrently submitted in candidature for any degree. Wherever contributions of others are involved, every effort is made to indicate the literature used in the study.

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Name: Monica Mulenga

Signature -----

Date: -----

Examiners Signatures:

Signature -----

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DEDICATION

I dedicate this research project firstly to the Almighty God, who has been my foundation of inspiration, who has provided me with the strength, knowledge, wisdom and understanding.

I also dedicate this research project to my entire family and friends for their unwavering support.

Without their active guidance, the research project could not have been successful. I am also grateful to all respondents that spared some time to attend to the questionnaires and provide necessary information so I that I could successfully complete my thesis, I am thankful for your corporation.

ABSTRACT

The aim of the study was to ascertain the factors that enhance employee engagement at Investrust Bank PLC. The study used primary data sources and was collected using questionnaires. The study had a sample size of 200 respondents and were chosen using simple random sampling. The current study is quantitative thus a correlational research design was used. Thus, correlational research design was employed in this study in order to ascertain the factors that enhance employee engagement. Primary data collected from the questionnaires was coded in Statistical Package for Social Science (SPSS) version 26. Demographic profiles were presented using graphs and tables. Statistical methods such as Chi-square, Pearson's correlation and simple linear regression analysis are statistical test that were employed to answer the hypotheses statements and research objectives.

The findings of the research showed that leadership styles enhance employee engagement at Investrust Bank PLC and the two variables share a very strong association. The findings of the current research revealed that training and development enhances employee engagement at Investrust Bank PLC and the two variables share a very strong association. The findings of the study established that compensation enhances employee engagement at Investrust Bank PLC, and this means that the two variables share a very strong association. The findings of the current study were further supported by the following researchers Alkhatani, (2016), Moody (2012) ,Hammond (2019) ,Negwaiya (2013,Zhijian *et al* (2013and Sapna et al (2016) who had similar research findings to the current study.

Based on the findings of the study, it has been concluded that leadership styles, Training and development and compensation are the factors enhancing employee engagement at.

The study recommended that managers and businesses need to create better compensation policies that show the parity of incentives among employees. The study also recommended that companies should place a high emphasis on developing a just and equitable rewards system as one of the tools to engage employees and satisfy their rising job demands.

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LIST OF ABBREVIATIONS

HR	Human Resource
LUSE	Lusaka Stock Exchange
NAPSA	National Pensions Scheme Authority
SPSS	Statistical Package for Social Science
IBP	Investrust Bank Plc

CHAPTER ONE

1.0 Overview

This chapter of the study discussed the background of the study, the statement of the problem, the general and specific objectives, research questions that guided the study, the significance of the study, the scope and limitation of the study. Lastly, the chapter discussed the definitions of key words as used in this study.

1.1 Background of the study

Employee Engagement simply means that how the employees of an organization are committed and working on their best and how motivated they are to achieve the goals and objectives of an organization. Employee engagement can be explained in both qualitative and quantitative aspects. Employee engagement is where the organization offers the necessary conditions for the employees so that they are motivated to offer their maximum capacity to achieve organizational goals. Employee Engagement of the employees is a crucial factor for every organization. It is the key to the success of the organizations. It is important due to several reasons. Employee engagement is directly linked with the achievement of organizational goals. Therefore, necessary measures taken to boost and increase the engagement of the employees are critical to achieving the goals and meet targets. Also, employee engagement is very vital for an organization to retain its talented employees. It is evident that the investments made in employee engagement, an organization can increase job performance (BulinskaStangrecka, Bagienska and Iddagoda; Anitha, 2014), thus resulting in an increase in productivity as well as the quality of work (Ramawickrama, et al 2019). So basically, high performance work practices, leadership, financial and non-financial rewards, trust, work life balance are the antecedents of the construct of employee engagement.

The existence of a highly competitive labour market today has created challenges for organizations in retention and increasing the job performance of the employees irrespective of the technological advancement, market status, or the size of the organization (Ramlall, 2004). As per the study conducted by Dobre (2013), all organizations are focused on achieving their goals and becoming successful regardless of the dynamic business environment. Therefore, the engagement of employees plays an important role in the development of organizations since they are the most vital resource of an organization.

Subramony, et al (2020), state that the investment in the human resource of an organization increases the productivity of the organization as a whole and if the organization possesses different professional HR staff and with the implementation of high-performance work systems the above relationship is

moderated. In order to survive in this competitive world, Organizations depend largely on their employees. Essentially, business practice entails that for organizations to be successful, they should have well engaged employees. Employee engagement results in having more committed and innovative employees who show more initiative at their workplace. Kahn (1990) defines employee engagement as “the Harness of organizational member selves to their work roles”. Having engaged employees’ results in business unit outcomes of enhanced customer satisfaction, productivity, and profit. Due to the afore mentioned research, this study does not examine the impact of employee engagement on performance, as numerous studies have proven that the impact is significantly positive.

In the 20th century mostly in the developed countries for example in Japan and south Korea, organizations both private and public thought and planned strategically to have an edge over their competitors; in order to achieve this, they tried to have high quality human resources than other organizations employed, and this could be satisfied through investing in developing skills and competencies. Armstrong (2009) suggests that training is central in Human Resource Management functions if organizations particularly in developing countries need to survive in the 21st century. It goes without saying therefore that the training of employees is an issue that has to be faced by every organization. However, the amount, quality and quantity of training carried out vary enormously from organization to organization.

In Africa, for example in some countries like South Africa and Nigeria, although training programs opportunities were effective in those African countries this resulted in improvement on the performance of the staff in particular. Managers and supervisors at all levels shared the responsibility to ensure staff training and development to implement organizational policies that were intended to be followed. However, the need for improved and expanded training for the companies had been demonstrated by the national authorities in developing and least developed countries especially in Africa.

In Zambia, developments in those areas of the country could inform the initiatives in companies in the country and any success in one area was applied in others.

Vehicles for the delivery of training were shared by different sectors and there were parallel to training needs in industry which the larger operators were more than able to meet high organizational performance through well trained staff and committed.

Also globally, in the developed countries of Tokyo and United States in 1980s and 2012s the role of human resource department was to achieve effective employee performance and thus, a well-designed and executed training program, would at least significantly improve functional, departmental, and individual performance by producing desired results on the job which had to be evident in the work situation by producing certain accepted employee performance outputs. Human Resources played a significant role in the economic development in most developed countries such as United States of America, Britain, and Japan among others.

On the continental level in African countries of Liberia and South Africa, performance improvement started with Performance appraisal systems which began as simple methods of income justification. That is, appraisal was used to decide whether or not the salary or wage of an individual employee was justified. In Zambia performance was viewed as a necessary point of consideration among the staff and could be attained by integrating individual goals with overall company goals.

Employee engagement has received a great deal of attention in the last decade in the popular business press and among consulting firms and the practitioner community. They claim employee engagement is a new human resource practice that business organizations can use in order to cope with the uncertainty of turbulent industry conditions. However, in the academic community, the concept remains new, and therefore, the concept requires rigorous seminal studies to validate it. Given that practical interest in work engagement has outstripped the currently available research evidence, fundamental questions, like how it can be increased and how and why it benefits individuals and organizations, still require answers. Every organization values commitment among its members. This is because commitment reduces late coming and absenteeism. It boosts performance and leads to organizational success. It is important for employers to know how to get the best out of their employees, this study focused on the factors that influence employee engagement in the ministry of mines and minerals development.

The mandate is attained through employees. However, there seem to be discontent in a number of employees in various Institutions' departments. The discontentment includes workers dissatisfaction in their work environment that could emanate from low manpower levels, maladministration, poor management, and lack of engagement of employees. Employee dissatisfaction leads in resulting to a number of challenges which include among others; poor work culture by employees resulting in absenteeism and late coming to work coupled with failure to meet deadlines.

Investrust Bank is a public limited company and is incorporated under the Companies Act Chapter 388 of the 'laws of Zambia. The Bank is licensed under the Banking and Financial Services Act Chapter 387 of the Laws of Zambia to conduct commercial banking services and has a primary listing on the Lusaka Stock Exchange. ZCCM-IH currently owns 71.4% of Investrust Bank Plc.

The bank was founded in 1996, registering as a corporate entity, receiving a banking license, and commencing banking operations during that year. In the beginning, the institution was privately held and was known as Investrust Merchant Bank Zambia Limited. In 2002, the bank's name was changed to Investrust Bank Limited. During 2004, the bank's stock was provisionally listed on the Lusaka Stock Exchange (LUSE) for the first time. In 2007 the bank's stock became fully listed on the LUSE.

The head office of the bank is in Ody's Building, along Great East Road, in Lusaka. The main branch of Investrust Bank Zambia Limited is located at Investrust House, at 4527 and 4527 Freedom Way, in the city of Lusaka, the largest city and capital of Zambia.

1.2 Statement of the Problem

Investrust Bank Plc endeavors to ensure it has a workforce that positively contributes to efficient service delivery that leads to company's profitability and Economic Development. In order to have a committed workforce, Investrust provides for the welfare of its employees by putting in place policies, which include the Terms and Conditions that are guided by labour laws, National Pensions Scheme Authority (NAPSA) Act, Compensation Act and the Employment Code No 3. Of 2019 among others of the Republic of Zambia.

Investrust Bank Plc is losing dependable employees to competitor banks in search for greener pastures, this is because employees are disengaged due to external and internal motivational factors (Subramony, et al, 2020). In the banking industry in Lusaka Zambia, there is currently a problem of poor employee performance, Report from the director banking industry, Zambia, (2015). Employees fail to put what they were given in training into day-to-day operations of the organization, they do not know where to begin from and where to end at the end of the day; all these tend to result into poor employee performance, Director banking industry Zambia, (2015). Poor employee performance in the banking industry in Lusaka Zambia can result into low levels of customer satisfaction which leads to loss of customers; reduction of revenue; this at the end will affect the financial position of the company cite. The poor employee performance in the banking industry in Lusaka Zambia may be caused by factors such as inadequate training, poor reward systems, poor communication channels, unclear work schedule, poor management styles, poor working conditions, among others Yamnill and Mclean, (2010). Based on the gaps identified, the current study will seek to examine the effects of training on employee job performance in the banking industry in Lusaka Zambia.

1.3 Purpose of the Study

The purpose of the was to ascertain the factors that influence employee engagement at Investrust Bank PLC

1.4 Study Objectives

1.4.1 General Objective

To investigate factors that influence employee engagement at Investrust Bank PLC.

1.4.2 Specific Objectives

- i. To establish the extent to which leadership Styles influence employee engagement at Investrust Bank PLC.
- ii. To determine how training and development influence employee engagement at Investrust Bank PLC
- iii. To assess how Compensation influence employee engagement at Investrust Bank PLC.

1.5 Research Questions

- i. To what extent do Leadership Styles affect employee engagement at Investrust Bank PLC?
- ii. How does Training and Development influence employee engagement at Investrust Bank PLC?
- iii. How does compensation influence employee engagement at Investrust Bank PLC?

1.6 Significance of the study

This study may enlighten Senior Management Investrust Bank PLC on guiding, selecting, and adopting better ways for engaging employees that are favorable to the Bank as well as enhance employee performance.

This study may highlight important issues that affect employee engagement thus ensuring that management strategically plan and engage employees to harness their potential.

Specifically, the study has taken a case of Investrust Bank PLC as an example in that the Bank is important as it positively contributes to the National Economy through providing quality service to internal and external customer that led the company's profitability.

1.7 Theoretical framework

This section of the chapter highlights the social exchange theory and Khan model of engagement, both theories guided the study in determining the factors influencing employee engagement.

1.7.1 Social exchange theory

This psychology and management theory is based on research by Homans (1998). This theory holds that social class diversity in a society encourages communication among its members. The theory originated with activities wherein two or more people exchange products or services, with varying degrees of incentives and rewards (Prizer et al., 2017).

People must learn to conform to, uphold, and adapt to the organisational culture and values in a market where individuals from diverse cultural backgrounds and value systems work for the company (Prizer et al., 2017). Senior management and other lower-level officials, management, and patients interact inside organisations. According to Primer et al. (2017), the bond that grows between them must be advantageous to the organization's long-term growth.

As a result, businesses need to establish policies like employee engagement that influenced workers' comprehension of the company. If an organisation doesn't offer these tools, workers are more likely to stop showing up for work. The theory is relevant to the study because it highlights how employee engagement is a prerequisite for socialisation, which raises employee happiness by enabling them to participate in organisational decision-making (Prizer et al., 2017). However, the theory only focuses on incentives, ignoring cultural context and variations.

Social Exchange Theory provides a useful theoretical framework for understanding employee engagement (SET). Saks (2006) claims that the SET offers a theoretical framework for understanding why workers choose to participate in their profession to varied degrees. According to SET, the parties that are interdependent with one another acquire duties through their various interactions. The fundamental tenet of SET is that, provided the parties to the promise abide by the laws of trade, relationships can progressively grow into ones that are trustworthy, devoted, and mutually pledging. As such, employee engagement is one method they can help their organisation. Stated differently, the degree of employee engagement is contingent upon the benefits they obtain from the organisation (Sake, 2006).

Employees who dedicate a significant amount of their mental, emotional, and physical energy to their work might express gratitude for the services their employer offers. According to SET, people with strong trade philosophies are more likely to feel driven to repay the organisation for its kindness. Therefore, it is reasonable to conclude that a higher correlation between participation and other variables and a stronger trade ideology may exist. The observation given above suggests that the organisation is primarily accountable for employee engagement. Sake (2006) states that a psychological and emotional bond between workers and their employer is what defines employee engagement, and this bond can manifest itself in either positive or negative behaviour at work.

1.7.1.1 The utilization of social exchange theory in the current study

The social exchange theory can be used to understand the factors impacting employee engagement at work. According to this theory, people engage in social relationships with the expectation of receiving something in return. In the context of employee engagement, this theory can be used to explain how workers perceive their relationship with the company and how it influences their degree of engagement.

When there are opportunities for growth and recognition, employees are more likely to be engaged. Workers are motivated to do their utmost in return for the help they receive because of the reciprocity that this support cultivates. When workers feel that the company is treating them fairly and with trust, their level of involvement rises. To reciprocate the fairness and trust, they feel obliged to put in more effort and commitment at work.

Giving employees opportunities for skill development, career advancement, and personal growth promotes reciprocity. If employees are provided with opportunities for professional progress, the organization will reap the rewards of increased employee engagement and dedication.

Paying and praising employees for their work might encourage a social exchange dynamic. When workers feel appreciated and rewarded for their work, they are more likely to be engaged and committed to the company.

Employee engagement is also influenced by workplace relationships. Higher degrees of involvement are linked to favorable social interactions, like connections of support with coworkers and bosses.

By applying the social exchange theory to these characteristics, organizations can learn how to create a work environment that promotes reciprocity, enjoyable social interactions, and ultimately raises employee engagement. According to social exchange theory (SET), employees should continuously weigh the benefits and drawbacks of the relationships they have at work. By doing so, they may better develop policies and procedures that both facilitate and take advantage of social exchange dynamics, which in turn increase employee engagement. They balance the investments they make (loyalty, effort, etc.) with the rewards they receive (remuneration, recognition, opportunities, etc.). When perceived advantages outweigh perceived costs, employee engagement and commitment are higher.

According to the theory, motivated employees are more likely to believe that their efforts are valued and recognized. The theory states that when workers have some degree of autonomy and are aware of their duties and responsibilities, they feel more engaged at work. This means that there must be clear expectations, defined goals, and opportunities for decision-making. The theory states that better employee engagement is associated with individuals who are able to successfully maintain a healthy

work-life balance. Businesses that understand these components and apply SET principles can create an inspiring and engaging work environment for their staff.

1.8 Scope of Study

The study population comprised of a selection of employees from the Investrust Bank PL and surrounding branches in Lusaka.

1.9 Limitations of the study

This study had some constraints of the resources like finances, time needed to complete the work schedule etc.-

1.10 Definition of key terms and concepts

Commitment: an employee's loyalty to the organization, willingness to exert extra effort, internalize certain degree of goal and value congruency with the organization as well as desire to maintain membership" for the benefit of the organization (Bateman Strasser 1984, p. 95)

Employee: An individual who works part-time or full-time under a contract of employment, whether oral or written, express or implied in order to do a specific job (Justine, 2008).

Engagement: Armstrong (2006) defines engagement as a positive two – way relationship between an employee and their organization

Employment Engagement: The International Survey Research (2003) formally defines employee engagement as a process by which an organization increases commitment and contribution of its employees to achieve superior business results.

1.11 Summary

This chapter of the study discussed the background of the study, the statement of the problem, the general and specific objectives, research questions that guided the study, the significance of the study, the scope and limitation of the study. Lastly, the chapter discussed the definitions of key words used in this study.

CHAPTER TWO

LITERATURE REVIEW

2.0 Overview

This chapter of the study was built on the issues discussed in chapter one and reviews literature that supported the existing knowledge on employee engagement and commitment to work that leads to employee satisfaction and performance. It presents a general view of relevant literatures on Employee engagement and factors that enhance employee engagement.

2.1 Global perspectives

According to Robinson (2006), employee engagement can be achieved through the creation of an Organizational environment where positive emotions such as involvement and pride are stimulated, this results in improved organizational performance, lower employee turnover and better employee wellbeing. Employee engagement has been described as a satisfying, positive work-related experience, and state of mind (Schaufeli and Bakker, 2006).

West (2000) argued that individuals who feel positive emotions are able to reason in a more flexible way and are also likely to have greater self-control, handle work effectively and be less self-protective at work. It is found that, generally, engaged employees are less likely to leave their employer.

The results of Agrawal (2015) study showed that a good job and employee fit provides opportunities to them for getting involved more in the work. This influences their attitude to work and self-development as well. An engaged employee is aware of the business environment, thereby works with coworkers to increase performance in the job to benefit the organization. Britt (1999) used the idea of 'self-engagement', which involves sense of responsibility for their work and commitment to performance such that performance becomes important an individual.

Kahn, (1990) conceptualized Engagement as the 'harnessing of organizational members' selves to their work roles. People express themselves physically, cognitively, and emotionally when performing their duties. Kahn (1990) also suggests that employees experience engagement or disengagement during work. Engagement happens when one is cognitively or emotionally associated with others. In other words, employees who know what is expected of them form strong relationships with coworkers. And managers, they find meaning in their work and are engaged. Disengaged employees, on the other hand, disconnect themselves and withdraw from work both cognitively and passionately.

Engaged employees are persons who want to know the anticipated expectations for their work.

In order to meet and outdo them and they consistently perform at high levels. Engaged employees use their talents in their work. They work with passion, drive innovation, and move their organization forward (Alkhatani, 2016).

Employee engagement has emerged as the most important component of human resources and management within a company in the current competitive business operations. Engagement is something that requires regular practice rather than being a one-time event. Employee engagement will keep them feeling more skilled and driven in their work. Human resource managers should foster good relationships among staff members and maintain trustworthy, open lines of communication within the company in order to increase employee engagement. Employee engagement has been underlined as every organization's top goal. Human resources are actively creating plans to improve employee engagement (Chanania 2012). Employee engagement factors are described as follows:

The most crucial element in employee engagement and retention is communication. Employee engagement is very low in an organisation when there is a lack of communication between the boss and employees. Employee involvement in decision-making and two-way communication are critical components of employee engagement. It has a significant impact on staff motivation and is crucial to the efficient operation of the company. Using the proper routes for communication, there should be a flow of communication both up and down (Chanania 2012).

According to Ranjan (2014), job designing—which is concerned with the type of job that a certain individual is hired for—indicates that if an employee has the opportunity to participate in the organization's decision-making process, their level of engagement is likely to be high. The employee will undoubtedly be engaged when the assignment is designed in accordance with their preferences. According to Swathi (2013), job characteristics such as challenges, autonomy, and type are more likely to provide emotionally meaningless conditions and circumstances for employee engagement. Career development opportunities, on the other hand, play a crucial role in fostering employee engagement and retaining them for extended periods of time. Employee satisfaction and engagement are positively correlated with a job that aligns with their career aspirations, which should be ensured by the organisation. A highly engaged organisation gives its workers the chance to grow as individuals, picking up new abilities and information to reach their full potential. Career development has an impact on employee engagement, offers opportunities for staff growth, and helps employers retain their most skilled workers.

Effective leadership is crucial for the smooth operation of the organization, according to Mutunga (2009). It is directly impacted by the calibre of leadership in the organization's human resource management. An organisation cannot endure for very long without strong and effective leadership; hence leaders should be able to raise employee engagement levels.

Equal opportunity and employee engagement levels can be assessed thoroughly through performance reviews, but they can also be evaluated based on how an organisation treats its employees fairly and equally. It needs to be open and impartial. An organisation will have a high degree of employee engagement when it uses the proper performance appraisal technique. Employee performance was motivated when an organisation develops and implements fair treatment and equal opportunity. The degree of engagement rises when an organisation offers equitable opportunities for development and advancement (Bhatla 2011). Performance management is the act of setting up an office where workers may utilise their full range of abilities and expertise. It encompasses an employee's whole work system from the time they are hired until they leave the company.

Employee engagement is made possible by the performance management process, which pushes managers to involve staff members in decision-making and to focus clearly on their roles and responsibilities. It encourages acceptance of difficult goals and acknowledges contributions that go above and beyond expectations. Pay and extensive compensation plans encourage workers to perform their duties. According to Chanania (2012), it has a significant impact on employee engagement.

Khan (2013) asserts that remuneration consists of both non-financial and financial components. A fair pay plan should be created by the company to encourage workers to contribute to the organisation. Appropriate compensation management will lower the likelihood of needless turmoil and lower the expense of hiring new employees. This is another tactic for keeping workers on board after increasing compensation and perks. An employee's level of contentment or discontent while employed by the organisation is known as job satisfaction. Job satisfaction and employee engagement are linked; if workers are involved in their work, they will undoubtedly be completely satisfied. As a result, it is critical that the company guarantee employee engagement by offering a range of incentives and allocating tasks based on their areas of interest. Workers was more appreciative of their jobs as a result.

Decrease staff turnover and employee engagement to lessen the likelihood that workers may consider leaving the organisation. The degree of resignation essentially comprises the reasons behind an employee's decision to leave their position as well as the circumstances that led them to leave the company. Longer tenure in the firm is a sign of an engaged workforce, which also leads to better performance since motivated staff members are more eager to go above and beyond in order to achieve organisational objectives. They put a lot of effort into making sure they achieve the desired results or even more than they were able to. Workers who consistently put in a high level of effort at work are more creative in their daily tasks and take the initiative to improve procedures, both of which increase productivity. As per Kumar's (2011) assertion, a completely engaged employee exhibits complete dedication to the firm and is fully devoted to both the work and its goals and objectives (Chanania 2012).

An important study in the field of organisational management examines the relationship between productivity and employee engagement. Senior executives now consider employee engagement to be a critical corporate issue. They understand that highly engaged workers may boost creativity, output, and financial performance while lowering expenses associated with hiring and retaining talent in fiercely competitive labour markets (Sibanda, 2014). Research has shown a positive correlation between organisational performance outcomes and employee engagement. For instance, profit margin, staff retention, safety, and customer loyalty. Previous studies have also shown that more employee engagement increases the likelihood that an employer or organisation will outperform the industry average in terms of revenue growth. Double-digit growth enterprises have higher employee engagement (Chanania 2012).

Benson (2006) investigated that in the fast-changing world, the attainment of employee performance is increasingly becoming more complex particularly in public institutions resulting in continuous efforts and interventions to support public organizations to realize their objectives and similarly accomplish brilliance through gaining economical advantage. Employees are compelled to be more skilled, talented, and innovative and use information effectively to fully exhibit high performance in the most efficient ways thus the need to continuously train.

Seti (2014) defined training as a process of learning how things are done and appreciated in a particular field of study to enable employees to perform effectively. The purpose of training is to improve knowledge and skills and change employee attitudes. It increases confidence and commitment of employees, enhances responsibility, increase pay and promotion, provide opportunities for career progression and achievement.

Training therefore is one of the important motivators that lead to benefits for both the individual and the organization. In the same vein extensive training practices act as a vital channel to enhance realization of desired service performance standards in public service institutions hence serious commitment to train and develop employees is necessary (Venus, 2014).

Employee development is a continuous preparation of employees to grow together with organization as it goes through various changes and transformation; its emphasis is multi skilled employees. Organizations are careful to develop their staff in order that they can grow this is a deliberate policy that foster employee security and satisfaction for their jobs for the longer term (Venus, 2014).

Development has seen much appreciation in today's organizations, it's as if training cannot be mentioned in isolation. Development is the dimension that exceeds training in that the whole concept of development borders around a workforce that grows with the institution and create a relationship of partnership (Venus, 2014).

It is a legal obligation for organizations to have well-defined conditions of service. One important function of the Human Resource Department is to determine compensation policies.

Compensation is significant to both the employee and the organization. This is because wages and salaries constitute the greatest cost of doing business to the organization and to the employees: it is the means of survival. Compensation programs should be designed to attract capable and talented employees, motivate them towards superior performance and thirdly to retain employees for longer periods. These programs also should be designed to instill specified type of behavior from individual employees which contribute to organizational effectiveness.

Working to meet employee pay expectations leads to enhanced organizational commitment. Hence, in efforts to improve organizational commitment, employees pay expectations cannot be overlooked. Organizations need to balance between employee pay expectations and their actual pay to ensure that employees do not feel that their efforts are not appreciated. Striking a balance between the two would go a long way in enhancing employee and organizational commitment.

Williams, et al, (2006) examined pay as having a substantial impact on the general living conditions and status, whereas for employers, compensation represents one of the largest business costs.

These are rewards that have monetary costs involved, they include Labor Day awards, promotions, salary increments and extra qualification allowance (site 2014). others include basic pay, cash bonuses, and long-term incentives, pensions, health care schemes, leave and holidays. According to the terms and conditions of service for the public service, financial reward for employees include allowances such as repatriation, rural hardship, subsistence, settling-in, uniform and transport allowances. Other financial costs are paid study leave, medical or dental treatment due to ill health or injury and terminal benefits. These rewards have no financial cost therefore have no cost implications. they include suggestion box, allow employees participate in decision making with no cost benefit. Trusting employees, good leadership, and labour practices. Others include recognition, career opportunities, status, responsibility, and achievement (Zhijian & Jianshu 2013).

With poor conditions of service and work environments, employee dissatisfaction is present among employees. Therefore, employee expectations significantly influence the organizational commitment of employees, various findings demonstrate the existence of a positive significant relationship between employee pay expectations and organizational commitment (Zhijian & Jianshu 2013

Additionally, research shows that engagement and customer happiness are positively correlated. Employee engagement has been steadily gaining the attention of leaders, especially in the business sector over the years. The term "engagement" was first used in relation to work, but credit has been given to the Gallup Organisation for bringing it up sometime in the 1990s (Schaufeli, 2013).

the previous 20 years. The benefits of employee engagement, which have been promoted, make.

To boost productivity, senior executives prioritise cultivating a culture of engagement and commitment. While a large number of studies have been conducted in the United States, Europe, and Africa, very few have been conducted in the Asian region. Despite the fact that employee engagement has been the topic of extensive research, little is known about how employee engagement affects overall performance (Schaufeli, 2013).

According to Trussa et al. (2013), a review of previous studies indicates that most of them included descriptive and explanatory research. Additionally, it appears that a sizable portion of research projects have used questionnaires using a five-point Likert scale to use the quantitative technique. A variety of employee engagement metrics have been examined, examined, and evaluated in recent years.

discussed in detail. Communication, learning and growth, teamwork, leadership, job position, managing performance, people practices, customer focus, brand alignment, and career possibilities are among the most prevalent variables. According to Aon Heweitt (2015), employees' preferences for organisations with a positive reputation, a career path, rewards and acknowledgment for achievements, and a collaborative culture were observed to be expanding. Furthermore, the impact of a leader's role on

engagement appears particularly noteworthy, given that they have direct control over all major factors and influence others' involvement directly through their interactions (Trussa, et al., 2013).

Employee engagement is ranked as one of the top five challenges for management, according to a survey of 656 chief executive officers from America, Europe, Japan, and other countries. Similarly, disengaged employees are likely to waste their time and talents on unimportant tasks, not give their all, but also may not be dissatisfied enough to quit. Additionally, they might leave the company before things improve because they have far more doubts about it when it comes to performance indicators like customer happiness (Markos, 2010). According to surveys of 360,000 workers from businesses in the top 10 economies in the world, organisations with poor employee engagement saw a three-year decline in net profit margins as well as operating margins. For the majority of organisations, employee engagement has emerged as one of the crucial moments (Schaufeli, 2013).

Many businesses are fighting to survive in this difficult economic environment, and the only way for them to obtain a competitive edge in the market is through having engaged employees. Employee engagement emerged as the largest obstacle in 2018, according to a recent poll of 447 human resources directors. This was followed by retention at 36%, recruiting at 33%, and succession & planning at 26% (Muller-Heyndyk, 2019). These days, companies should pay a lot of attention to employee engagement because a disgruntled worker may cause a big loss for the company. Disengaged workers' actions, such as becoming robotic, being lazy, and not trying to do their responsibilities, might hinder the organization's ability to thrive (Allam, 2017). Furthermore, performance, customer service, and productivity can all be impacted by a decline in employee engagement (Mone, et al 2011).

However, the workforce now needs to possess the flexibility skills that the labour market expects due to the quick changes brought about by modernization (Othman et al., 2018). Decision-makers are therefore prompted to consider investing in the idea of employee engagement due to current workplace difficulties. has gained popularity as a means of raising labour productivity, achieving organisational goals, and competing fiercely in the global market (Al Mehrzi and Singh, 2016). Engaging people is difficult for the company since it requires them to engage not just their bodies but also their souls and minds (Bakker and Albrecht, 2018). Additionally, supervisors' encouragement enables subordinates to dedicate themselves to their work and ultimately to the organisation (Alias, et al., 2017). It amply demonstrates how crucial it is to focus on involving workers on an intellectual and emotional level (Alfes, and Fletcher, 2017).

The field of employee engagement has seen a sharp increase in study interest in recent years (Eldor and Vigoda-gadot, 2016). Furthermore, during the past 20 years, the term "employee engagement" has

gained popularity and recognition as a human resource and corporate strategy (Khodakarami, et al., 2018). Previous research has demonstrated that a variety of characteristics, including work-life balance, career development and training communication, can be used to predict employee engagement (Bedarkar and Pandita, 2014). According to Kartikaran et al. (2013), there has been prior research indicating that employee engagement within an organisation is significantly influenced by factors such as salary, organisational culture, and leadership style. Engagement surveys continue to document the decline in engagement levels and the growing disengagement among employees worldwide, despite the abundance of articles and reports that demonstrate how higher levels of engagement can boost organisational profitability and competitiveness as well as how businesses benefit on financial performance through engaged workforces (Saks, 2017).

The number of "engaged" American workers is only 34%, while the percentage of "actively disengaged" workers is 13%, according to a recent Gallup survey that revealed a dire situation regarding employee engagement. Conversely, 53% of workers fall into the category of "not engaged" (Harter, 2017). Additional observations show that although Malaysia's employee engagement is slowly rising—it increased by just four percentage points to 63% this year—it still ranks among the lowest in the region, lagging its neighbors, the Philippines and Indonesia (Oehler and Adair, 2018).

The factors that precede engagement are hardly understood by researchers (Rana, et al 2014).

The majority of employee engagement findings came from practitioner publications, where research was conducted more on the basis of practice than theory or empirical data. Since various employees place varying amounts of weight on the elements that affect engagement, there is no one set model that demonstrates the relevance and significance of the influence of all variables (Chandani, et al 2016). Therefore, in order to actually increase, maintain, and accomplish the intended outcome of employee engagement, the practitioner must first understand the causes that lead to disengagement in the workplace (Hale, 2016).

As a result, it demonstrates that employee engagement is still a crucial problem that needs to be investigated globally in order to find the fascinating viewpoints that need more research (Kwon and Park, 2019).

Employee engagement is therefore regarded as a widespread issue in HR, and research on the different elements that may affect employee engagement in organizations—primarily leadership, compensation, and organisational culture—should be pursued. According to Sanneh and Taj (2015), employee engagement is characterised by a worker's complete dedication to their work, emotional connection, emphasis on long-term objectives, and ability to function physically, emotionally, and cognitively. In the Academy of Management Journal article "Psychological Conditions of Personal Engagement and

Disengagement at Work," engagement was first included in the academic vocabulary (Kahn, 1990). Personal engagement and disengagement, according to Kahn, is "the harnessing of organization members" personalities to their occupations. Ganesan and colleagues (2017) made a distinction between engagement within an organisation and work engagement. While organisation engagement involves passion for the employee's employer, job engagement centres on enthusiasm for carrying out the job itself. According to his research, organisation engagement was a far better predictor of all of the outcomes than work engagement, and he discovered that job and organisation engagement differed in their relationships with antecedents and consequences. According to Sanneh and Taj (2015) and Shuck and Wollard (2010), employee engagement is defined as "an individual employee's cognitive, emotional, and behavioural state directed towards desired organizational outcomes."

Three categories can be used to classify employee engagement, according to Gallup: engaged employees, non-engaged or disengaged employees, and disengaged employees. A cheerful, passionate, and enthusiastic worker who goes above and beyond for the advancement of the company is an engaged worker; on the other hand, a non-engaged or disengaged worker is one who continues to work without any enthusiasm for the work and is consistently passive. Conversely, actively disengaged workers are those who, because of their job dissatisfaction, influence other workers in a similar manner and cause them to become disengaged as well (Azoury, et al., 2013).

The swift evolution of technology and the global economy has resulted in a shift in organisational culture and workplace engagement perspectives. As a result, a large number of studies have been done and it has been established that several factors could influence employee engagement prediction. Accordingly, organisational culture, pay, and leadership style are the main factors used in this study to predict employee engagement (Karthikeyan et al., 2013). But according to a different study, communication is according to Bedarkar and Pandita (2014), with employee engagement. Additionally, work-life balance has been linked to increased employee engagement since it gives workers the freedom to complete tasks independently, which increases the likelihood that present workers will stay and boosts overall productivity (Ganesan et al., 2017). Employee engagement has been linked to organisational effectiveness, according to numerous research. It has been discovered that there is a favourable correlation between employee engagement and organisational outcomes, which enhance profitability and lead to improved financial performance (Choo, et al 2013). However, employee engagement will help the company retain its finest workers and foster innovation among the workforce (Macauley, 2015). This will also help the company expand as a whole (Bakker and Albrecht, 2018). The phrase "employee engagement" has gained a lot of attention recently. According to Johnston et al. (2015), "engagement"

is replacing terms like "job satisfaction," "motivation," and "commitment" since it seems to have greater descriptive power.

These days, employee engagement is one of the key factors that drives business. It essentially has an impact on worker morale, output, and retention motivation. Employers are leveraging their committed workforce as a strategic competency tool. An employee that is very engaged will always surpass expectations and create new benchmarks. Any company's core values are enhanced by its workforce's engagement, which is reflected in the services they provide to clients and consumers. Engaged staff members contribute to increased client loyalty and patronage, which increases an organization's profitability (Nagesh et al., 2019).

Due to the rapid globalization of business, chief executive officers (CEOs), HR directors, and business leaders have come to understand that employee talent is essential to their success. One of the most difficult tasks facing management, though, is making sure that workers perform their jobs as physically, mentally, and emotionally as possible (Bedarkar and Pandita, 2014). Put another way, employers must ensure that workers are fully engaged at work. Research on employee engagement, conducted by Marrelli (2011), consistently finds that while most workers are engaged when they start a job, the percentage of engaged workers declines dramatically over time. In the meanwhile, it is well known that every company seeks to acquire a competitive edge, and that the primary factor in achieving this advantage is employee engagement.

According to Armstrong's (2010) study, the term "employee engagement" is frequently used indiscriminately to refer to a wide range of behaviours and contributions that an organisation values from its workforce, including motivation, job engagement, discretionary effort, and commitment to corporate citizenship. Furthermore, employee engagement is a key driver of individual attitudes, behaviour, and engagement as well as organisational engagement, productivity, retention, financial engagement, and even shareholder return. Employee engagement has emerged as a critical driver of the organisation, and it practically affects employee morale, productivity, reason for retention, and also for individual satisfaction (Chandani, et al 2016). Employee engagement, according to Ahmed (2015), is defined as a person giving their whole self to a role. Engagement is a constructive mindset in which a person goes above and beyond the call of duty to strengthen their sense of ownership and advance the organization's overall economic interests.

Additionally, it is a voluntary endeavour or an extra-role action that promotes change and has a practical impact on employee morale, productivity, commitment, loyalty to clients both internal and external, employee absenteeism, and employee turnover within the company. As a result, employee engagement has gained popularity among practitioners and the research/academic community and is thought to be the indicator of an individual's association with their place of employment.

The study's title makes it clear that the main goal of the paper is to identify the variables that influence employee engagement. The researcher presented the variables that have been chosen as antecedents in the prediction of employee engagement. Despite the paucity of empirical research on the determinants of employee engagement, several putative antecedents can be found (Arti, et al 2016).

Organisational culture is one of the elements that influences employee engagement, according to Suharti & Sulyanto (2012).

Studies have indicated that an organization's productivity rises with a higher degree of employee engagement. Therefore, understanding the elements that influence employee engagement can help businesses retain their workforce and boost production. A study on employee engagement of staff level employees working in manufacturing industries was conducted in 2016 by Pooja et al. According to Pooja et al. (2016), senior management's leadership engages staff, most staff members believe their compensation plan is well-organized for them, and staff members believe their questions and suggestions are taken into consideration.

The study "Effect of Employee Engagement on Organisation Performance in Kenya's Horticultural Sector" was conducted by Beryl et al. (2015). The findings showed that a company needs to give employees' personality profiles more consideration during the hiring and selection process if it hopes to have engaged workers.

The study "Employee Engagement and Perceived Financial Performance: A Serene Insight" was conducted by Iddagoda et al. (2017). They discovered that there is a lack of empirical data about the connection between financial performance and employee engagement in Sri Lanka.

The study "Determinants of employee engagement and their impact on employee performance" was conducted by Anitha (2017). According to Anitha (2017), engagement models, theory, and research all support the relationship between involvement and performance.

Effective leadership, employee satisfaction, and customer satisfaction rank highest in terms of importance when it comes to driving employee engagement, according to research done in 2016 by Ghuman. The study was titled "A Prognostic Examination of Functional and Emotional Employee Engagement Drivers and Their Impact on Feeling of Engagement." The study "The Impact of Employee Engagement on Organization's Productivity" was conducted by Patro (2013).

According to Patro's (2013) findings, companies should prioritise retention as a result of three HR focus areas, including employee motivation, career growth & remuneration, and compensation. In addition, companies should give employees the freedom to make their work exciting.

The impact of employee engagement on job performance and organisational commitment in the Egyptian banking sector was the subject of research conducted in 2015 by Ahmed and Dajani. Weerasooriya and Alwis (2017) conducted research on the "Impact of Employee Engagement on Lean Manufacturing" and discovered that employee communication, employee development, and the organization's image are significant to employee engagement. They also found that other factors also have a positive relation with job performance and organisational commitment. Leadership and organisational justice were found to be the most important drivers of employee engagement. Employee involvement in the LM system is not much impacted by the support, encouragement, and acknowledgment of coworkers.

The study "A study on the drivers of employee engagement impacting employee performance" was conducted by Madhura et al. (2013). Based on a thorough analysis of the literature on employee engagement, this study aims to summarize the most recent findings and theories. Three engagement drivers that are directly related to an employee's success were highlighted.

The study "Effective employee engagement and organisational success: a case study" was conducted by Maniam et al. in 2014. They discovered a favourable correlation between organisational effectiveness and employee engagement.

The study "Individual Factors and Work Outcomes of Employee Engagement" was conducted by Ologbo et al. (2012). Their research showed that good behaviours, attitudes, and intentions among engaged workers are the result of strong working relationships between them and their employers as well as with their fellow workers. Employee behaviour, intention, and attitudes can all be improved with the help of employee engagement, which can act as a mediator towards improved work performance.

The aspects of employee engagement that have been studied the most include relationships in the workplace, organisational communication, compensation and recognition, and organisational culture (Kaur, 2017). Researchers Babu and Sameer (2017) claim that job enrichment and growth possibilities are significant determinants in employee engagement. Kaur (2017) posits that the factors that drive employee engagement in India are work environment, compensation and recognition from immediate superiors, employee involvement, and possibilities for growth and training. Employee engagement has been found to be the key determinant of organisational performance, which has led scholars to investigate this idea. Employee engagement results in innovativeness at the individual level (Hurmelinna and Olander, 2017).

Employee engagement is increased by active communication channels and employee participation in decision-making inside the company. Improving organisational performance is largely the responsibility of the immediate manager (Nienaber, 2017). According to secondary evidence, key elements influencing employee engagement include a supportive supervisor and coworkers, possibilities for professional growth, pay, and job characteristics (Krishnaveni and Monica, 2016). The variables that have been found to increase employee engagement in the hotel business in Visakhapatnam include salary and benefits, teamwork, corporate image, leadership, and equality within the organisation (Karumuri, 2016).

A high salary is insufficient to maintain an employee's happiness. Understanding the psychological effects that a work has on a particular person is necessary before starting an employee engagement programme. According to Tran (2018), employee engagement is influenced by several aspects, including achievement, the work itself, acknowledgment for accomplishments, and growth or career advancement. The things that get in the way are security, stability, pay, status, relationships with coworkers, and supervision. Engagement affects every aspect of the company. The development of optimal engagement methods and raising the engagement level are exclusive to successful firms. Engagement benefits a company by increasing customer loyalty, employee retention, and productivity (Tran, 2018).

In Asia, research by Mamta, et al (2011) conducted research on “Study of Employee Engagement and its Predictors in an Indian Public Sector Undertaking”. The findings of by Mamta, et al (2011) study has revealed that the level of employee engagement in this organization is quite modest.

Mamta, et al (2011) study in Asia only focused on the public sector and overlooked the private sectors, thus leaving a knowledge gap on which factors influencing employee engagement in the private sectors.

Sapna et al (2016) study in India discovered three factors, namely, pay; job content and objectivity found to be the predictors of employee engagement. Sapna et al (2016) study in India was a quantitative had a sample size less than 100 and this not adequate for a quantitative thus the findings were not credible.

In China Zhijian *et al* (2013) conducted research and concluded that pay enhances employee engagement. Zhijian *et al* (2013 study in China only focused on SMEs and findings from the private sector were not included, which could have helped in providing comprehensive findings on the topic.

Moody (2012) research on leadership in the public and private sector in Washington, which revealed that leadership style, has a significant impact on employee engagement. Moody (2012) research was limited to one factor influencing employee engagement and there is geographical gap since findings cannot be replicated to the Zambian context.

Lamin et al (2015) conducted a survey of employee engagement in the public sector. The findings of Lamin et al (2015) indicate that factors such as leadership, policies and procedures have a positive impact on employee engagement but also compensation policies used in Gambia are contributing to the employee's disengagement. Lamin et al (2015) study in Gambia did not consider including the private sector in their study, since there could be different factors influencing employee engagement in the private sector compared to the public sector.

Narteh (2012) study of internal marketing and employee commitment surveyed 410 employees of banks in Ghana and investigated four internal marketing practices- empowerment, rewards, training and development, and communication and their impact on employee commitment in the retail banking industry. The results of Narteh (2012) indicated that, with the exception of communication, the factors are positively associated with employee commitment. Narteh (2012) study adopted qualitative research which led to inconsistent findings. Narteh (2012) study in Ghana only focused on the banking sector thus a knowledge gap exists on the factors influencing employee engagement in other sectors.

In East Africa, Mutingwa (2009) research on factors that contribute to employee engagement Kenya's telecommunications industry and the findings showed that remuneration, training and development, and supervision are some of the factors. This research was limited to one industry hence limited to factors that may affect other industries.

In North Africa, Yanas (2018) research on factors affecting employee engagement in commercial banks revealed that rewards, work environment and supervision affect employee engagement. Yanas (2018) study in North Africa overlooked intrinsic factors and their potential effect on employee engagement. The research report on Engagement and job satisfaction conducted and published by Society for Human Resources (2015) represented 600 U.S. employees. Though the survey assessed 43 aspects of employee job satisfaction and 37 aspects of employee engagement all findings appear to be summarily narrowed down to eight areas: career development, employee relationships with management, compensation, benefits, work environment, conditions for engagement, engagement opinions and engagement behaviors.

The study by Society for Human Resources (2015) in the USA focused in the on factors that influence overall employee satisfaction and engagement in the workplace suggesting employee preferences rather than benefits or outcome for the organization.

Abubaker (2002) identified that religiosity play a crucial role in engaging employees at work among the Malaysians Muslims. In Abubaker (2002) research the majority of the sample were Malay Muslims,

which may have negatively affected the findings and made it difficult to identify if there is any distinctive pattern of HR practices among different religious groups in Malaysia. The findings of Abubaker (2002) were also focused only on empowering leaders' behavior, high engagement work practices and the possible role of religiosity, which did not incorporate other employee engagement factors, like perceived supervisory and organizational support and internal locus of control.

Wong, et al (2015), established that the need for affiliation among employees is to have interpersonal relationship, which builds teamwork aimed to meeting objectives set in the organization in a short period of time. Relationship is very important in the organization; employee such as management must therefore have a strong relationship with their employees such as Medical and non-medical cadres in healthcare organizations to improve their satisfactions level and organization performance as well. Need and satisfaction of needs is a psychological thing. Sometimes even the person may not be aware of his own needs. In such a case, it was difficult for the manager to understand the employee's need but also there is no direct cause and effect relationship between need and behavior. One particular need may cause different types of behavior in different people. On the other hand, a particular individual behavior may be the result of different needs. Employee engagement therefore is one of the ways to bring employees together through organization culture so as to build a sense of belonging and meaningfulness in the organization.

Shrestha, (2019), study employee engagement and organizational performance of public enterprises; the study conducted in Nepal Southern Asia. Shrestha, (2019), aimed that, employee engagement impacts organizational performance in some extent. Shrestha, (2019), study therefore examined the relationship between employee engagement and organizational outcome. Descriptive analysis was used in this study, which consisted officer level employees from Tribhuvan University from 49 campuses. Data was collected through 115 set of structural questionnaires which was later analyzed by use of descriptive and inferential statistical tools.

The result of Shrestha, (2019), showed that, employee engagement found to be positively related to the organizational performance with linking or workforce diversity. The author further concludes that, there is significance relation between organizational performance and employee engagement. Employees who are engaged with jobs can understand social signals among the others thus they can choose the way to improve social skills in order to achieve organizational goals. The study also complies that relation between employee engagement and performance is diverse as per force patterns in workplace. The researcher recommended to other researchers to begin to think about how employee engagement relates to human resources and organizational outcome.

Adhitamaa and Riyanto (2020), the study uses qualitative approach on how to maintain employee engagement and performance during Covid-19 pandemic in Indonesia as most companies have concentrated on scenario planning and significant operational reactions to guarantee business congruity during the ongoing worldwide pandemic of Coronavirus Disease (Covid-19). The huge effect of Covid-19 pandemic on employees' private and work lives is prompting employee anxiety, frustration, and burnout. At the point when left unattended, these emotions can influence employee engagement and employee performance, resulting in poor work quality, mistakes, and in the long run affecting a company's capacity to survive in these troublesome occasions. It is proven that engagement and performance can be influenced by social union, feeling upheld by one's manager or supervisor, information sharing, shared objectives and vision, communication, and trust. Meanwhile, employers need to comprehend their employees' needs and wants. Moreover, employers ought to likewise feature the uniqueness of the work environment to sustain their employee engagement and performance as well as motivate the employees to work more earnestly and draw in new employees to their company.

Mahmoud, et al (2018), on their study on the effect of employee engagement on organizational performance on Jordanian Banking Sector, Jordan; the study sought to investigate the effect of IT employees' engagement on organizational performance through the mediating role of job satisfaction for IT employee in Jordan Banking sector. Quantitative research design and regression analysis were used to analyze data which were obtained through questionnaires-based Survey.

The result of Mahmoud, et al (2018), showed that, IT employee engagement significantly affected organizational performance and three of its dimension, Vigor, absorption, and dedication contributing significantly to the organizational performance. It also showed that IT employee engagement positively and significantly affected job satisfaction, where Vigor had the most contribution. The study implied that IT department in Jordanian banking sector should try their best to promote and facilitate IT employees' engagement and satisfaction in an effort to improve their performance, which will eventually yield positive results for the bank as a whole.

Harter and Mann (2016), on their study about the worldwide employee engagement crises, they identified that, the world has an employee engagement crisis, with serious and potentially lasting repercussions for the global economy. Through companies and leaders worldwide recognize the advantage of engaging employee and many have instituted surveys to measure engagement; employee engagement has barely budged in well over a decade. In this study, employee engagement in USA has been tracked since 2000, though there have been some slight ebbs and flows, less than one-third of U.S. employees have been engaged in their jobs and workplaces during these 15 years. Daily tracking, 32%

of employees in the U.S are engaged meaning they are involved in, enthusiastic about and committed to their work and workplace. Worldwide, only 13% of employees working for an organization are engaged.

Harter and Mann (2016) identified ways to improve employee engagement for organizational performance which are integrating engagement into company's corporate strategy, understanding company's direction, and looks beyond engagement as a single concept and align engagement with other workplace priorities. The study also concludes that, managers and leaders should keep employee engagement top of top mind because every interaction with employees can have an impact on engagement and organizational performance. A comparative study on employee engagement, key to improve performance in Pradesh India by Sridevi (2010), employment engagement was identified as a vast construct that touches almost all parts of human resource management facets. The author further argued that employee engagement is stronger predictor of positive organizational performance by showing clearly showing the two-way relationship between employer and employee compared to the three earlier constructs: job satisfaction, employee commitment and organizational citizenship behavior.

Employee engagement is closely linked with organizational performance outcomes. Organizations with engaged employees have higher employee retention as a result of reduced turnover and reduced intention to leave the organization, high performance, profitability, growth and customer satisfaction. Again, organizations with disengaged employees suffer from waste of effort and exploit talent, earn less commitment from the employees, face increased absenteeism and have less customer orientation, poor performance, and reduced operating margins and net profit margins. The study by Kazimoto (2016), on employee engagement and organizational performance of retails enterprises to analyze factors on employee engagement and performance which was conducted in Uganda, whereby questionnaires were administered to 120 selected respondents using purposive sampling technique. The findings of Kazimoto (2016), show that the degree of retail employee engagement and level of job satisfaction were very high in retailing enterprises. Kazimoto (2016), observed that, in retailing organizations, employees were found it difficult to make equilibrium of work experience and house life with their employment.

Kazimoto (2016), noted that despite the association between employee engagement and job satisfaction, there is no relationship between engagement and job assignment, which is an important key factor for organization performance. Kazimoto (2016), also revealed that job assignment is critical for engaging employees to ensure organization longevity and profitability.

Kazimoto (2016), recommended managers need to consider the staff and their job assignment to reduce stress and increase factors of motivation for employee engagement; enterprises management seems to ignore non-financial factors to achieve goals and also there is a need to establish control mechanism that

involve financial and non-financial factors in measuring performance for organization performance and sustainability.

2.2.2 Regional perspectives

In the southern region, Cawe (2006) research on factors contributing to employee engagement in South Africa revealed that training, career development rewards for excellent service and leadership are some of the factors that enhance employee engagement. Cawe (2006) only focused on career development variables and their effect on employee engagement and overlooked including financial and non-financial factors and their effect on employee engagement.

Hammond (2019) research on factors affecting women levels of employee engagement in South Africa revealed that leadership, training and development, career growth and challenging work are some of the identified factors influencing employee engagement Hammond (2019) research in South Africa has limitations due to its gender-based approach in which only female employees were the only participants. In Zimbabwe, Negwaiya (2013) conducted an investigation on the factors influencing employee engagement in a provincial referral hospital. The findings of Negwaiya (2013) showed that factors such as living conditions, training, and development, working conditions and remuneration strongly affected levels of employee engagement. Negwaiya (2013) research was limited in that it focused on one geographical location.

In a quantitative research design, which was aimed to study on the impact of employee engagement on organizational performance; a balanced scorecard approach by Muller (2018). Muller (2018). utilized the balanced scorecard (BSC) approach, consisting of financial, customer, internal process as well as learning and innovation measures to evaluate perceptions of organizational performance. Muller (2018) investigated employee perceptions regarding the impact of engagement on organizational performance in the Eastern Cape Province of South Africa as the Organizations often fail to enhance long-term business success when they focus narrowly on financial performance measures.

The empirical results revealed that employee engagement positively and significantly influenced all four measures of the balanced score card. A positive work climate can be fostered through trust-building behaviors of open communication and openness to new ideas. Employees should be encouraged to take personal initiative by arranging working conditions with sufficient motivating and energizing resources that engage employees.

The study conducted in Rwanda by Diogene (2017), which examined the effect of employee engagement on organizational performance in the context of Non-Governmental Organizations in Rwanda with a specific focus on African Evangelistic Enterprise. The study identified that, despite the growing significance of employee engagement on organizational performance, many managers remain with limited knowledge on

employee engagement measurement factors that has resulted in limited engagement of employees in their services.

The situation is even worse for not-for-profit organizations as most contemporary research are more focused of profit making organizations. Key findings of this study revealed that the employees of African Evangelistic Enterprise are engaged at a level of 25%. Further indications also established a correlation between employee engagement and organizational performance. Employees proposed a meaningfulness of employees' work, health relationships with managers and employees, autonomy and independence in decision making and clarity about expectations as areas that may improve employee engagement.

Another study conducted in South Africa on the impact of employee engagement on organizational performance by Singh (2018), a case of Insurance Brokerage company in Gauteng; study examines the impact of employee engagement on organizational performance in an insurance brokerage as well as the factors that influence and shape employee engagement in the context of the organization. To achieve this objective, qualitative research approach was adopted for this study. Using an inductive approach, interviews were conducted to gain insights into the factors that affect employee engagement, and the data was gathered and analyzed using thematic analysis. The study revealed that low engagement affected commitment and motivation levels of staff, the low employee engagement levels were produced by job design, ineffective communication, management approach, participation and incentives in the form of recognition.

The Study conducted by Lunsford et al (2014), on health worker engagement and facility in delivering HIV care in Tanzania, the study aimed at examining talent characteristics factors that influence engagement, and association with health facility performance in providing HIV care in Tanzania. This study was conducted in Tanzania where data were collected from 1329 health workers; facility-level data were collected from 183 facilities across six regions. Factory analysis and structural equation modeling were used to examine latent characteristics of engagement and influencing factors and generalized linear modeling to assess association between engagement and facility performance.

The Study identified four latent characteristics which are job satisfaction, being accountable, being a team player and delivering equitable care and three factors that influence engagement are supportive supervision, human resources and infrastructure and competencies whereby all four engagement characteristics were associated with facility performance. The study concluded that, engagement is a complex concept affected health worker and health system factors. Interventions to improve job satisfactions, a characteristic of engagement, can positively impact facility performance. Facility performance cannot be improved through engaged employees alone and should be coupled with approaches to address gaps beyond human resources.

Mishra (2014) conducted a study on relationship between employee engagement and performance a case of health worker in Tanzania he argued that employee engagement holds some ground as employees' commitment is required to lift a nation. But irony is that it is a highly neglected area more particularly in governmental sectors. In this line, this study seeks to develop and examine a relationship of health workers' engagement with their work and performance.

Mishra (2014) concludes that Health worker engagement is a complex construct that is influenced in the Tanzanian context by the perceived adequacy of competencies and support from immediate supervisors. Whilst it is commonly assumed that adequacy of resources may influence engagement this was not found to be the case. Engagement was associated with performance in complex tasks that require additional efforts. Data for the study were collected from six regions of Tanzania (Dar es Salaam, Morogoro, Iringa, Mtwara, Tabora and Kigoma). The said six regions were chosen because of the active health facility of the government/NGOs to arrest or minimize the HIV/AIDS. Each region was selected randomly, and, in each region, health facilities were selected randomly.

In the study conducted by Burhan (2018) about employee engagement factors and effective performance where Agakhan Hospital in Dar es Salaam was used as a case. In this research where case study was employed, researcher finds that, there is significance dissimilarity between diverse population groups and the level of engagement. Burhan (2018) stated that employee engagement to be intensive there should be a management transparency, recognition, career growth, training and development as well as a long-term contracts for employees.

Burhan (2018) recommended that, the management should improve Job security, employee retention, provision of permanent and long-term contract, improve organizational benefits, support employees to attend different trainings and transparency so as to employees to improve employee engagement and improve performance.

Mkoma, (2014), conducted a study about issues in employee engagement in Lushoto District Tanga Region; for the purpose or important to control the whole system of employee, established by the management in order to carry on the business of the Government in orderly and efficient manner, ensure adherence to management policies and completeness and accountability of employee engagement in Lushoto District Council. The study underscores the significance of issue in employee engagement and that becoming essential and significant to the uneducated majority Tanzanians. The study concludes that, there should be a fair performance evaluation, proper pay structure training for effective engagement.

Ngoisa (2015) study in Tanzania about factors contributing to employee engagement Arusha branch being a case. The study revealed that general factors that contribute to employee engagement at the Bank of Tanzania

from highest to lowest were good relationship with coworkers, work-life balance, salary and benefits, leadership quality, career growth and opportunity, performance management, and training and development. Further, career growth and opportunities and salary and benefits played significant role in minimizing intention to quit among the BOT employees. In this research, researcher recommended that, further study conducted to other institutions in Tanzania include commercial Banks in in order to come up with affirmations with regard to factors contributing to employee engagement. In order to engage employees, the employer needs to create positive feeling among employees towards their organization as to shift the perceptions of neutral employees to positive in the beginning of employment (Lewis, et al , 2012).

One of the factors influencing employee engagement is a leader, such as a manager, supervisor, or senior citizen (Wiley, 2014). Lewis, A. et al. (2012) state that managers, who are viewed as the typical staff leaders, have a significant influence on how well an induction process works to promote employee engagement.

According to Wiley (2012), two of the main factors boosting the employee engagement index are managers who have prioritised employee appreciation and who are dedicated to quality and improvements, as well as leaders who instil hope for the future. Furthermore, according to Stroud (2009), a senior leader's skill in integrity, teamwork, and collaboration also affects how engaged a workforce is within an organisation. The study by Stroud (2009) also revealed the paradoxical findings that an organisational leader's ability to contribute to the general level of involvement in his organisational unit is inversely correlated with his competency in self-awareness and flexibility. According to research by Rasheed et al. (2013), employees' job engagement and organisational engagement are positively correlated with their perception of supervisor support, which would ultimately raise their level of engagement.

Conversely, a number of factors, such as socialisation, perceived organisational support, views of distributive and procedural justice, interesting work and the availability of development opportunities, and the genuine responsibility that organisations show towards their employees, all positively contribute to employee engagement (Burhan, 2018).

2.2.3 Local perspectives

Bajaj, (2009) quality study discovered that in Zambia in teachers are still reported to be the most engaged of civil servants in the country and can explained by the presence of a calling and psychological meaningfulness that they experience at work. Bajaj, (2009) adopted a qualitative study and the findings cannot replicate to future studies.

In Zambia, Treadgold (1999) found that employees who were more engaged in meaningful work were more intrinsically motivated than employees with a low level of meaningfulness. Treadgold (1999) study only focused on intrinsic motivating factors and their effect on employee engagement.

Jackson et al. (2006) found that in Zambia educators leave their jobs mainly because of the school culture and the community environment. Jackson et al. (2006) study did not consider other reasons that may influence employee engagement.

In the Zambian context, it there is not much research conducted in the field of employee engagement, studies done focused on the education sector and are outdated, hence the current research is relevant as it will fill in the knowledge gap of regarding the factors affecting employee engagement in Zambia especially in the public sector. Against this background the current study seeks to ascertain the factors that enhance employee engagement in Zambia using Investrust Bank PLC in Lusaka district as a case study.

CHAPTER THREE: RESEARCH METHODOLOGY

3.0 Overview

This chapter gives an overview of the research methods that was used in the study in terms of research design, population description, description of sample and sampling procedures, description of research instruments, data analysis and ethical considerations.

3.1 Research paradigm

The researcher used scientific methodology (quantitative research) which is based on principles of empirical findings and quantitative techniques to arrive at conclusions. The study adopted a positivist approach to quantitatively determine the factors affecting employee engagement.

3.1 Research Design

This study adopted a quantitative cross-sectional study design. Cross-sectional studies are efficient and cost-effective, making them suitable for research with limited resources (Grimes and Schulz, 2002). They allow researchers to collect data from a large sample of participants at a single point in time, reducing the time and resources required for data collection compared to longitudinal studies. It is also worth noting that quantitative cross-sectional studies provide quick results, allowing researchers to analyze and interpret data promptly (Babbie, 2016). This rapid turnaround time is beneficial for addressing research questions and informing decision-making processes in a timely manner. Babbie (2016) avers that cross-sectional designs provide a snapshot of population characteristics at a specific point in time. This allows researchers to assess the prevalence of certain outcomes or behaviors and examine associations between variables within the population. Cross-sectional studies can also generate hypotheses for further research (Babbie, 2016). By identifying associations between variables, researchers can formulate hypotheses to be tested in more rigorous study designs, such as longitudinal or experimental studies.

3.2 Study population

The study population comprised of 924 employees from Investrust Bank in Lusaka district.

3.3 Study area

The study was conducted at Investrust Bank in Lusaka district in Zambia.

3.4 Sampling Procedures

The researcher used simple random sampling which is a probability sampling technique. The researcher randomly selected employees (male and female employees) from Investrust Bank in Lusaka district.

Simple random sampling, as a probability sampling method, offers several advantages in research methodology. First and foremost, it ensures that each member of the population has an equal chance of being selected for the sample (Trochim and Donnelly, 2008). This characteristic of simple random sampling enhances the representativeness of the sample and reduces the potential for bias, thus increasing the generalizability of the findings to the larger population (Babbie, 2016). Moreover, simple random sampling allows for the application of statistical inference techniques, enabling researchers to make valid conclusions about the population based on the characteristics of the sample (Trochim and Donnelly, 2008). By providing a known probability of selection for each element in the population, simple random sampling facilitates the calculation of sampling error and confidence intervals, enhancing the precision and reliability of the study results (Babbie, 2016). Additionally, simple random sampling is relatively easy to implement and understand, making it accessible to researchers across various fields and settings (Trochim and Donnelly, 2008). Its simplicity reduces the complexity of sampling procedures and minimizes the likelihood of errors in sample selection, thereby enhancing the efficiency of the research process (Babbie, 2016).

3.5 Inclusion and exclusion criteria

3.5.1 Inclusion criteria

Only employees (male and female employees) from Investrust Bank in Lusaka district were considered for the study.

3.5.2 Exclusion criteria

Employees from other districts and other organizations were considered for this study.

3.6 Sample size

Using the formula adapted from Yamane (1973), the sample size was determined as follows.

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

Where n = sample size, N= population e= level of significance = 0.05

$$n = \frac{924}{(1 + 924(0.05^2))}$$

$$n = 199.79 = 200$$

Based on the above results the study had a sample size of 200 white-collar employees (male and female employees) from Investrust Bank in Lusaka district.

3.7 Research Instruments

The research Instrument was determined to collect primary data for this study was a closed end questionnaire. A closed ended questionnaire was designed with questions that have responses from the research participants to select from. The questionnaire included questions on demographic characteristics of the respondents and section b has questions on factors affecting employee engagement.

3.8 Data Collection procedures

Data collection entails the procedure for collecting data by the researcher. The researcher used questionnaires to collect primary data in the field (study site at Investrust Bank in Lusaka district.).A structured questionnaire (likert scale) was determined to collect primary data since it is the most appropriate method for collecting primary data in a quantitative study..

3.9 Validity and reliability

3.9.1 Validity

The validity of the research was determined by the correctness of the data gathered and the study's findings. Validity may come from inside or beyond. While external validity assesses how well the conclusions can be applied in other contexts, internal validity investigates how well the sample behaves. The supervisor will assess the data collection methods and make ideas for improvement after doing a face value analysis to establish internal validity. The questionnaire and its contents were validated using a pre-test or pilot test on a group of individuals selected for the pre-test. Pilot studies typically make up 10% to 20% of the total sample size, according to conventional wisdom. The researcher was more adept at identifying confusing inquiries and avoiding circumstances that can result in replies that are biased.

3.9.2 External validity

External validity is the degree to which the results of a study may be generalised to the overall population. The risk of external validity was reduced by acquiring enough data, adopting measures to reduce non-response, and developing uniform data collection methodologies. By asking respondents to complete the questionnaire right away, the researcher eliminated non-return of the questionnaire and limit the risk of external validity. The researcher also standardised the data collection instrument and technique.

3.9.3 Internal Validity

Internal validity is our conviction that a study's findings accurately show whether one variable is or is not a cause of another. The danger of undermining the study's internal validity was reduced by giving every participant the exact same data collection tool.

3.10 Data Analysis Procedure

Primary data collected from the questionnaires was coded in Statistical Package for Social Science (SPSS) version 26. Demographic profiles were presented using graphs and tables. Statistical methods such as Chi-square Pearson's correlation and simple linear regression analysis are statistical test that were employed to answer the hypotheses statements and research objectives.

Outline of the data analysis process:

Data Preparation

- Importing of dataset into SPSS.
- Checking for any missing or incomplete data.
- Clean the data by handling missing values, outliers, and inconsistencies.

Inferential Statistics

- Choosing of appropriate statistical tests based on research questions and data characteristics (e.g., t-tests, Chi-square, regression analysis).
- Conduct the selected statistical tests to make inferences about population parameters from sample data.

Interpretation of Results:

- Interpretation of the findings of the statistical analyses in relation to the research hypotheses or objectives.
- Consideration of the practical significance of the results in addition to statistical significance.
- Using appropriate visual aids (e.g., tables, charts) to present the results clearly.

Reporting:

- Document the analysis process, including details of data preparation, statistical tests performed, and key findings.
- Prepare a written report or presentation summarizing the results for the intended audience.

3.11 Ethical Considerations

Before conducting the study, ethics clearance was sought from the University of Zambia, Research Ethics Committee (UNZAREC). Respect for autonomy was regarded by ensuring that participation in this study is voluntary. The principle of beneficence shall be upheld, as this study did not result in any

physical harm or exploitation by the participants. Equally, declining to participate in the study did not result in any harm to those that declined to participate. The principle of justice was upheld by treating participants equally regardless of their socio-economic characteristics. Upholding of the respect for human dignity was involved respecting the right to privacy by ensuring that no personal identification information is recorded in the questionnaire but codes instead and conducting interviews privately. In addition, no information is to be shared with any other person, and completed interview schedules was kept in a lockable cupboard, accessed by the researcher only.

a. Informed Consent

It is important to realize that participants have the right to participate and not to participate in a study at hand. Tuckman (1994) noted that the choice to participate in the study lies in the participant and his or her will to do so. For this reason, the informed consent is signed between the researcher and the respondent (Robson, 1995). An informed consent is done through explaining the nature of the research, its impact, participant implication and be informed that they are free to withdraw from the study (McMillan and Schumacher 1997). In doing so, the researcher explained to the respondents the need for their participation, their roles and any information they needed to know before the research can start. Since permission was given, it is for the same reason the Bell (1999) said that securing permission is one thing, yet the researcher needs to have support from the people who give you the information. The participants were not enticed to take part in the study or forced, but they were informed on what the study was about, and they were asked to volunteer to take part in this study. All the risks and benefits were indicated in the form which was signed by the participants before data collection can began.

b. Confidentiality and Anonymity

Data collection in research was conducted on specified sample the data collected was treated with maximum confidentiality and the respondents were not named or tagged according to the data they provided (Christians, 2003). In this study, the identity of the respondents regarding their names, status, age and any kind of data they provide was not be exposed to any person. In data analysis, the names of the facilities, participants and research areas was not named so as to protect the image and integrity the respondents in case of whatsoever type of results that come out. This procedure is in line with Oppenheim (1996) when he said the basic ethical principle is that no harm should come to the respondents as a result of their participation in the research either sociological or psychological.

c. Access to Results

Results from the field was only accessible after the completion of the study and it was after the publication of the paper is done. In addition, McMillan and Schumacher (1997) opine that subjects from

the sample who were researched from are entitled and should have access to the research results. In line with this study, a copy of the findings was sent to the relevant offices for dissemination after the successful completion of the program.

3.12 Dissemination plan

A copy of the final research report was submitted to University of Zambia graduate school of business. In addition, the researcher will publish research findings in at least one peer-reviewed journal.

CHAPTER FOUR: PRESENTATIONS OF FINDINGS

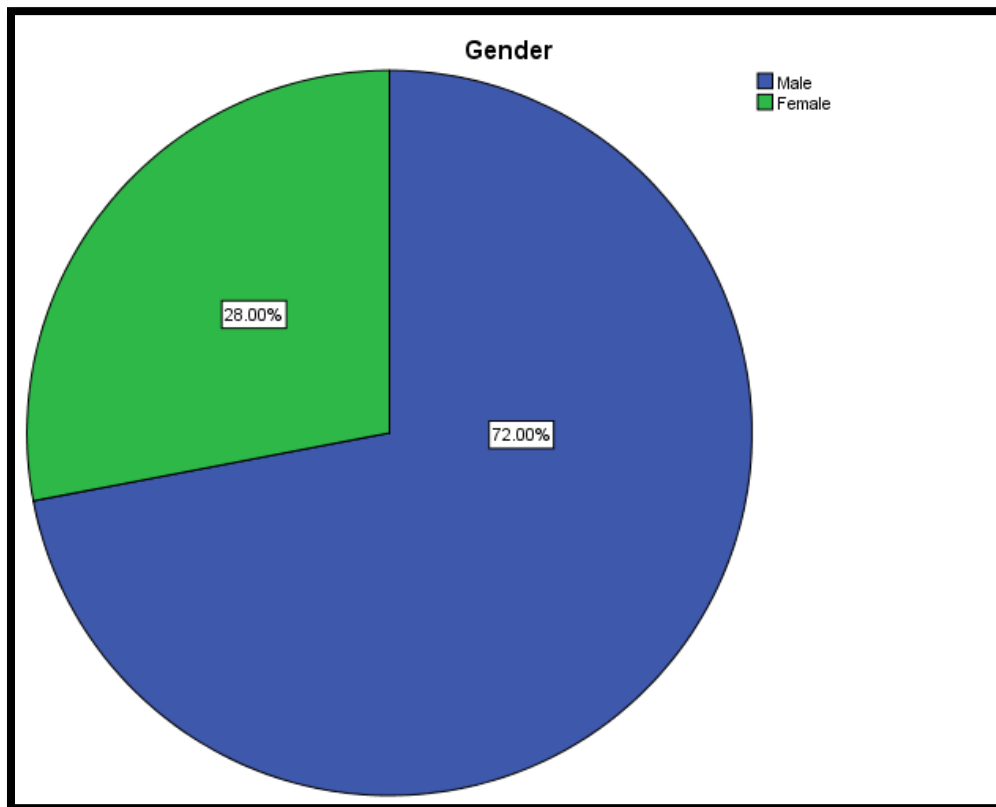
4.1: Overview

The current chapter presents the demographic profiles of the respondents that were involved in the study and proceeds to presenting the findings from the quantitative techniques used in the research.

4.2: Respondent demographic profiles

The research had a response rate of a hundred percent, and the findings were presented using pie and bar charts were used to present the demographic profiles of the respondents participated in the study.

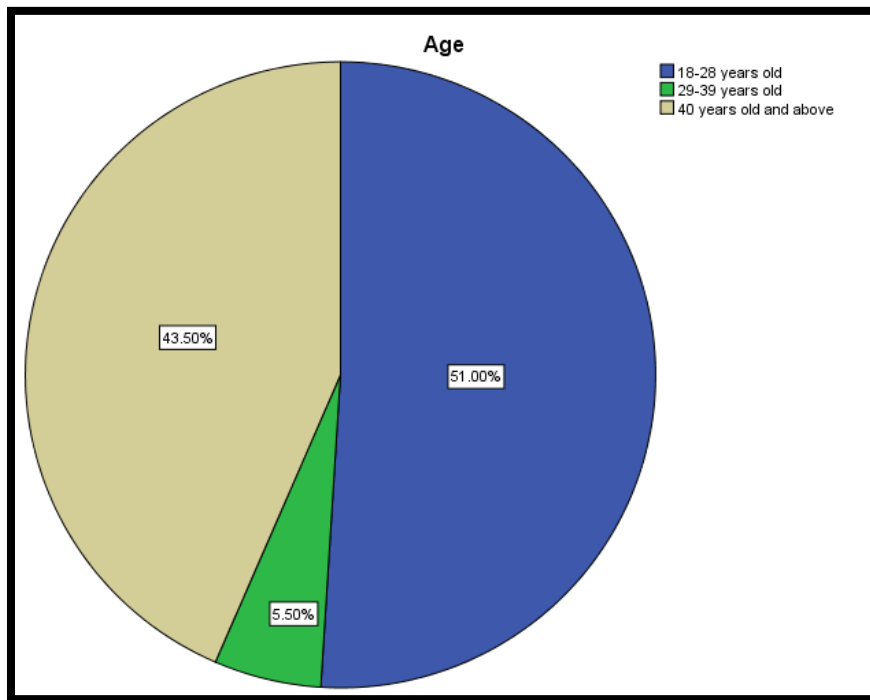
Figure 4.2.1: Gender



Source:(Researcher field data ,2024).

Figure 4.2.1 demonstrates that males were the majority of the participants in the study and is represented by 72.00% and females made up 28.00% of the respondents.

Figure 4.2.2: Age

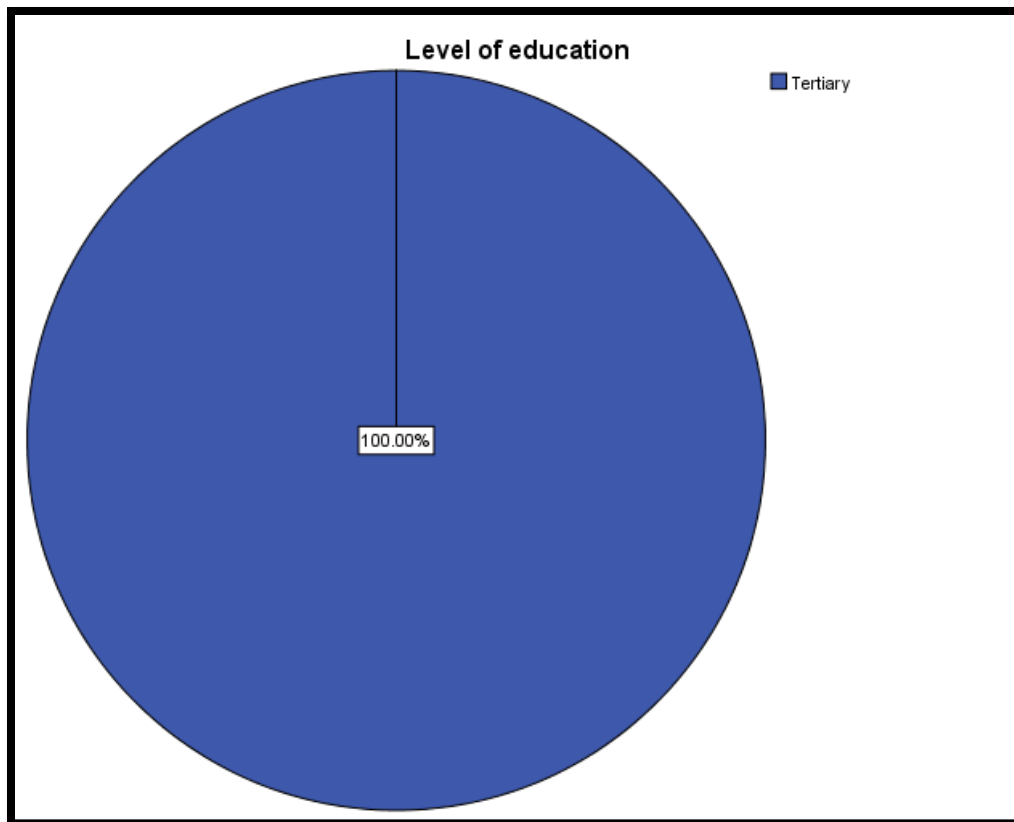


Source:(Researcher field data ,2024).

Figure 4.2.2 shows that, (51.00 %) of the respondents age group of 18.28 years old, (43.50 %) of the respondents age group of 29-39 years old, while (5.50%) respondents are in the age group of 40 years old and above .

Figure 4.2.2 shows that there was representation of different age groups in the research.

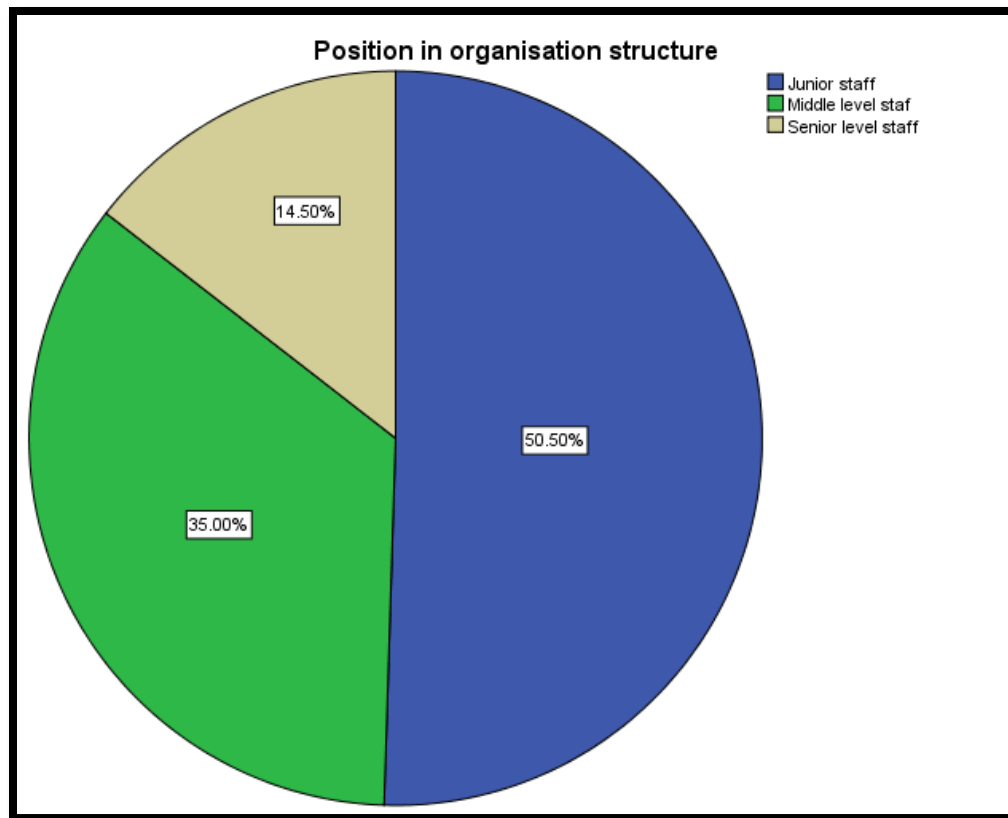
Figure 4.2.3 Level of education



Source:(Researcher field data ,2024)

The findings presented in figure 4.2.3 shows that 100.00% of the respondents have obtained tertiary level of education.

Figure 4.2.4 Position in organisation structure



Source:(Researcher field data ,2024)

The findings presented in figure 4.2.4 shows that 14.50% of the respondents are senior level staff ,35.00% of the respondents are middle level staff and 50.50% of the respondents are junior staff.

4.3 Quantitative analysis and hypotheses statements testing

The goal of the current section of the chapter is to present the findings of inferential statistics which were used to present the findings of the research. The findings of the inferential statistics are presented using Chi-square analysis, Pearson's correlation simple linear regression analysis, and ANOVA.

Chi-square analysis, Pearson's correlation simple linear regression analysis, and ANOVA. were used to illustrate the quantitative findings of the study and answer the research objectives and hypotheses statements.

4.3.1: Hypothesis 1

In this section of the chapter the hypothesis 1 of the study gets tested with chi-square analysis and Pearson's correlation

- i. **H₁**: Leadership Styles influence employee engagement at Investrust Bank PLC.
- ii. **H₀**: Leadership Styles have no effect on employee engagement at Investrust Bank PLC.

Table 4.3.1: Leadership Styles and employee engagement chi-square test

	Leadership Styles	Employee engagement
Chi-Square	691.800 ^a	229.150 ^b
df	13	14
Asymp. Sig.	.000	.000

a. 0 cells (0.0%) have expected frequencies less than 5. The minimum expected cell frequency is 14.3.

b. 0 cells (0.0%) have expected frequencies less than 5. The minimum expected cell frequency is 13.3.

The Chi-square test of association between leadership styles and employee engagement presented above reported a probability (p) value of 0.000, which is less than 0.05 at a 95% significance level, this value indicates that leadership styles and employee engagement share a significant relationship. This means that null hypothesis of the current study (**H₀**: Leadership Styles have no effect on employee engagement at Investrust Bank PLC.) gets rejected and the alternative hypothesis is accepted which states that (**H₁**: Leadership Styles have an effect on employee engagement at Investrust Bank PLC.) gets accepted

.The findings from the chi-square means that an increase of leadership Styles will lead to an increase of and employee engagement .

The results of the chi-square further indicate leadership styles is a predictor of employee engagement..The results from the chi-square has established that leadership styles enhances employee engagement at Investrust Bank PLC

Table 4.3.1.2: Leadership Styles and employee engagement correlation

		Correlations	
		Leadership styles	Employee engagement
Leadership styles	Pearson Correlation	1	.860**
	Sig. (2-tailed)		.000
	N	200	200
Employee engagement	Pearson Correlation	.860**	1
	Sig. (2-tailed)	.000	
	N	200	200

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

Leadership styles and employee engagement and has a correlation coefficient of 0.860 and the correlation is statistically significant since the Sig (2-tailed) has a p value less than 0.05. This means that the relationship between leadership styles and employee engagement is strong, because the value of the Pearson’s correlation coefficient is greater than 0.5 and is closer to 1.

The relationship is positive, this means that an increase of Leadership styles will result in an increase of employee engagement. If the p value for the study is less than 0.05, the **H₀** (null hypothesis) of the study is rejected. The fact that the p value in the study was less than 0.05 indicates that the null hypothesis of the study, which stated that (**H₀**: Leadership Styles have no effect on employee engagement at Investrust Bank PLC.) can be rejected and that the study can accept hypothesis 1, which states that (**H₁**: Leadership Styles have an effect on employee engagement at Investrust Bank PLC.)

According to the findings of the Pearson’s correlation, increasing Leadership styles will result in an increase of employee engagement. The findings from the Pearson’s correlation have also revealed that leadership styles is a predictor of employee engagement. The findings from Pearson’s correlation have also confirmed that there is a significant association between leadership styles and employee engagement. The above findings means that leadership styles influence employee engagement at Investrust Bank PLC

4.3.2: Hypothesis 2

In this section of the chapter the hypothesis 2 of the study gets tested with chi-square analysis and Pearson's correlation

- i. **H₂**: Training and Development has an influence on employee engagement at Investrust Bank PLC
- ii. **H₀**: Training and Development has no influence on employee engagement at Investrust Bank PLC.

Table 4.3.2.1: Training and development and employee engagement chi -square test

Test Statistics		
	Training and Development	employee engagement
Chi-Square	229.150 ^a	502.800 ^b
df	14	9
Asymp. Sig.	.000	.000

a. 0 cells (0.0%) have expected frequencies less than 5. The minimum expected cell frequency is 13.3.

b. 0 cells (0.0%) have expected frequencies less than 5. The minimum expected cell frequency is 20.0.

The Chi-square test of association between training and development and employee engagement, presented above reported a probability (p) value of 0.000, which is less than 0.05 at a 95% significance level, this value indicated that training and development and employee engagement share a significant relationship. This means that null hypothesis of the current study (**H₀**: Training and Development has no effect on employee engagement at Investrust Bank PLC.) gets rejected and the alternative hypothesis is accepted which states that (**H₂**: Training and Development has an effect on employee engagement at Investrust Bank PLC.) gets accepted . The findings from the chi-square mean that an increase of training and development will lead to an increase of and employee engagement.

The results of the chi-square further indicate that training and development is a predictor of employee engagement. The results from the chi-square showed that Training and Development enhances employee engagement with Investrust Bank PLC.

Table 4.3.2.2: Training and development and employee engagement Pearson’s correlation

		Correlations	
		Employee engagement	Training and development
Employee engagement	Pearson Correlation	1	.947**
	Sig. (2-tailed)		.000
	N	200	200
Training and development	Pearson Correlation	.947**	1
	Sig. (2-tailed)	.000	
	N	200	200

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

Training and development and employee engagement has a correlation coefficient of 0.947 and the correlation is statistically significant since the Sig (2-tailed) has a p value less than 0.05. This means that the relationship between training and development and employee engagement is strong, because the value of the Pearson’s correlation coefficient is greater than 0.5 and is closer to 1. The relationship is positive, this means that an increase in training and development resulted in a rise in employee engagement.

The **H₀ (null hypothesis)** of a study gets rejected if the p value is less than 0.05. Since p value in this study less than 0.05, this result means that the null hypothesis of the study can be rejected, which stated that that (**H₀ : Training and Development has no effect on employee engagement at Investrust Bank PLC**), can be rejected and that the study can accept hypothesis 2, which states that (**H₂ : Training and Development has an effect on employee engagement at Investrust Bank PLC e.**)

According to the findings of the Pearson’s correlation coefficient, increasing training and development resulted in an increase of employee engagement. The chi-square test has also revealed that training and development is a predictor of employee engagement. The study has ascertained that there is a strong association between Training and development and employee engagement. The above results mean that Training and Development enhances employee engagement at Investrust Bank PLC.

4.3.3: Hypothesis 3

In this section of the chapter the hypothesis 3 of the study gets tested with chi-square analysis and Pearson's correlation.

- i. **H₃**: Compensation influences employee engagement at Investrust Bank PLC
- ii. **H₀**: Compensation has no effect on employee engagement at Investrust Bank PLC

Table 4.3.3.1: Compensation and employee engagement chi -square test

Test Statistics		
	Compensation	Employee engagement
Chi-Square	229.150 ^a	294.240 ^b
df	14	15
Asymp. Sig.	.000	.000

a. 0 cells (0.0%) have expected frequencies less than 5. The minimum expected cell frequency is 13.3.

b. 0 cells (0.0%) have expected frequencies less than 5. The minimum expected cell frequency is 12.5.

The Chi-square test of association between compensation and employee engagement, presented above reported a probability (p) value of 0.000, which is less than 0.05 at a 95% significance level, this value indicated that compensation and employee engagement share a significant relationship.

This means that null hypothesis of the current study (**H₀**: Compensation has no effect on employee engagement at Investrust Bank PLC..) gets rejected and the alternative hypothesis is accepted which states that (**H₃**: Compensation has an effect on employee engagement at Investrust Bank PLC.) gets accepted. The findings from the chi-square means that an increase of compensation will lead to an increase of and employee engagement.

The results of the chi-square further indicate that compensation is a predictor of employee engagement. The results from the chi-square have revealed that compensation enhances employee engagement at Investrust Bank PLC.

Table 4.3.3.2: Compensation and employee engagement Pearson’s correlation

		Correlations	
		Employee engagement	Compensation
Employee engagement	Pearson Correlation	1	.909**
	Sig. (2-tailed)		.000
	N	200	200
Compensation	Pearson Correlation	.909**	1
	Sig. (2-tailed)	.000	
	N	200	200

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

Compensation and employee engagement has a correlation coefficient of 0.909 and the correlation is statistically significant since the Sig (2-tailed) has a p value less than 0.05. This means that the relationship between training and development and employee engagement is strong because the value of the Pearson’s correlation coefficient is greater than 0.5 and is closer to 1. The relationship is positive, this means that an increase in compensation will result in a rise in employee engagement.

The **Ho (null hypothesis)** of a study gets rejected if the p value is less than 0.05. Since p value in this study less than 0.05, this result means that the null hypothesis of the study can be rejected, which stated that that (**Ho:** Compensation has no effect on employee engagement at Investrust Bank PLC), can be rejected and that the study can accept hypothesis 3, which states that (**H₃ :** Compensation has an effect on employee engagement at Investrust PLC.)

According to the findings of the Pearson’s correlation coefficient, increasing compensation will result in an increase of employee engagement. The chi-square test has also revealed that compensation is a predictor of employee engagement. The study has ascertained that there is a strong association between Compensation and employee engagement. The above results means that compensation enhances employee engagement at Investrust Bank PLC.

4.3.4 Regression analysis

Table 4.3. 4..1 below shows that regression analysis was employed in the study to assess the if there is an association between the dependent variable (employee engagement.) and the independent variables (leadership styles, training and development and compensation).

Table 4.3.4.1: Model Summary for the Simple linear regression analysis.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.957 ^a	.917	.915	1.12620

a. Predictors: (Constant), Leadership styles, training and development, compensation

Table 4.3.4.1 shows that the simple linear regression had a R value of 0.957 when expressed in percentage terms it is 95.7%, and that the R square value was 0.917 when expressed in percentage terms the value is 91.7%. The R value and R square value are positive which shows that there is a significant association between the independent variables (leadership styles, training and development and compensation) and the dependent variable (employee engagement). The results presented from the regression analysis has revealed that there exists strong and positive relationship between the independent variables (leadership styles, training and development and compensation.) and the dependent variable (employee engagement).

The regression model shows that all of the variables in the study were statistically significant at the 5% level of statistical significance, and this means that (leadership styles, training and development and compensation) are the predictors of the dependent variable (employee engagement). The findings also meant that (leadership styles, training and development and compensation) all have impact on (employee engagement).

Table 4.3.4.2: ANOVA table

The findings of the ANOVA table are presented below.

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2730.282	3	910.094	717.551	.000 ^b
	Residual	248.593	196	1.268		
	Total	2978.875	199			

a. Dependent Variable: Employee engagement

b. Predictors: (Constant), Leadership styles, training and development, compensation

Table 4.3.4.2 shows that ANOVA model adopted in the research was statistically significant, with a F value of 717.551 and a p value which was less than 0.05 and this means the simple linear regression model of the research was statistically significant.

The findings from the ANOVA model also indicates that there is sufficient evidence to reject all of the null hypothesis's statements of the study and conclude that (leadership styles, training and development and compensation) all have impact on (employee engagement).

Table 4.4 Results of hypotheses statements

Hypotheses statements	Inferential tests conducted	P values	Status
H₁	Chi-square, Pearson's correlation and simple linear regression analysis	P=0.000	Accepted
H₂	Chi-square, Pearson's correlation and simple linear regression analysis.	P=0.000	Accepted
H₃	Chi-square, Pearson's correlation and simple linear regression analysis	P=0.000	Accepted

The above findings show that all of the hypothesis's statements were accepted.

4.5 Chapter summary

The chapter presented the demographic profile of the respondents and the findings from the quantitative techniques used in the research.

CHAPTER 5 : DISCUSSION OF FINDINGS

5.1: Introduction

The major study findings for each objective were outlined in the current chapter 5.2: Summary of major findings.

The previous chapter used a combination of chi-square analysis, and simple linear regression and the major findings of the current study are summarized and highlighted in the sections below:

5.2.1 To establish how leadership styles enhances employee engagement at Investrust Bank PLC.

The findings of the study indicated that an increase of leadership styles will lead to an increase of employee engagement, which shows that leadership styles is a predictor of employee engagement. The results from the chi-square have established.

The findings of the research have shown that leadership styles enhance employee engagement at Investrust Bank PLC and the two variables share a very strong association.

The findings of the current research have been supported with a previous study by Alkhatani, (2016) which found that leadership styles enhance employee engagement.

The findings of the current study are aligned with the results of Moody (2012) research which discovered that leadership style, has a significant impact on employee engagement.

The implication if this study findings is that leadership styles is a determining factor in employee engagement.

5.2.2: To determine the extent on how training and development influence employee engagement at Investrust Bank PLC

The findings of the study revealed that an increase of training and development will lead to an increase of employee engagement, which shows that training and development is a predictor of employee engagement. The findings of the research confirmed that training and development enhances employee engagement at Investrust Bank PLC and the two variables share a very strong association.

The findings of the current research have been corroborated with a previous study by Hammond (2019) which discovered that leadership, training and development, career growth and challenging work are some of the identified factors influencing employee engagement.

The results of the current study in support of the findings of study Negwaiya (2013) which found that training and development is the factor affecting women levels of employee engagement in South Africa

The implication if this study findings is that training and development is a determining factor in employee engagement.

The findings of this study further support the conceptual which indicated that training and development enhanced employee engagement.

5.2.3: To assess how compensation influences employee engagement at Investrust Bank PLC.

The findings of the study showed that an increase of compensation will lead to an increase of employee engagement, which shows that compensation is a predictor of employee engagement.

The findings of the current research confirmed that compensation enhances employee engagement at Investrust Bank PLC, and this means that the two variables share a very strong association.

The findings of the current research are in agreement by a previous study conducted by Zhijian *et al* (2013) which discovered that compensation and pay enhances employee engagement.

The findings of the current research have been further supported further by a previous study conducted by Sapna *et al* (2016) which discovered that in India discovered three factors, namely, pay; job content and objectivity found to be the predictors of employee engagement.

The implication if this study findings is that compensation provided to employees are a determining factor in employee engagement in organizations.

The findings of this study further support the conceptual which indicated that compensation enhanced employee engagement.

CHAPTER SIX: CONCLUSION AND RECOMMENDATIONS

6.0 Introduction

The current chapter also provide a conclusion to the study, suggested recommendations for stakeholders and suggested recommendations which future studies must consider.

6.1 Conclusion

The aim of the study was to ascertain the factors that enhance employee engagement at Investrust Bank PLC. The findings of the research showed that leadership styles influence employee engagement at Investrust Bank PLC and the two variables share a very strong association. The findings of the current research revealed that training and development enhances employee engagement at Investrust Bank PLC and the two variables share a very strong association.

The findings of the study established that compensation enhances employee engagement at Investrust Bank PLC, and this means that the two variables share a very strong association. The findings of the current study were further supported by the following researchers Alkhatani, (2016), Moody (2012), Hammond (2019) ,Negwaiya (2013,Zhijian *et al* (2013and Sapna et al (2016) who had similar research findings to the current study.

Based on the findings of the study, it has been concluded that leadership styles, Training and development and compensation are the factors influencing employee engagement at Investrust Bank PLC.

6.2: Recommendations

In light of the findings of the current study, the following recommendations should be taken into consideration by stakeholders:

- I. Companies should enhance and strengthen their employee engagement strategies by increasing employee knowledge so that employees were able to accomplish their daily activities correctly and feel happy to work for that company. This is crucial because, in order for a company to continue operating successfully, sustaining employee engagement is a constant activity that needs to be pursued.
- ii. Companies should publish articles about employee engagement and, if possible, give the information to staff members.
- iii. Managers and businesses need to create better compensation policies that show the parity of incentives among employees.

iv. Companies should place a high emphasis on developing a just and equitable rewards system as one of the tools to engage employees and satisfy their rising job demands.

v. A focus on social behaviour, teamwork, employee development, and communication could be implemented to boost employee engagement.

6.3 Recommendations for future studies

Further studies are needed to explore this phenomenon using a larger number sample and various organizations including rural, urban districts and public institutions.

The study employed a quantitative research approach; therefore, future research should look into employing a longitudinal study research technique to collect responses from a wide range of respondents and find other factors influencing adherence to hypertension medical care.

The application of mixed research techniques can aid in a better understanding of other factors affecting employee engagement.

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APPENDICES

Appendix: 1 Research questionnaire

THE UNIVERSITY OF ZAMBIA

SCHOOL OF POST GRADUATE STUDIES

Dear Respondents,

I am a student at The University of Zambia pursuing Postgraduate Studies. Conducting research is a requirement to complete the program in the final year of study. I am conducting a study on the factors that enhance Employee Engagement at Investrust Bank PLC.

Therefore, information you provide will not be used for other purposes but for this research only and it is strictly confidential. In order to facilitate the achievement of the research objectives, I humbly need your cooperation in responding to the following inquiries. Considering your familiarity with the topic, we thus ask that you be as impartial as you can.

The data collected for this research was utilized exclusively for scholarly reasons and will remain totally confidential. The information you supplied was kept completely confidential and used only for academic purposes. You are not required to include your name or any other type of identification on this questionnaire.

I would want to sincerely thank you for devoting a considerable amount of your precious time to answering this inquiry.

If you have queries regarding the questionnaire feel free to contact me

Name: Monica Mulenga

Phone number :0977763500.

SECTION A: DEMOGRAPHIC PROFILE

INSTRUCTIONS TO RESPONDENT

1. Individual names and addresses should not appear on the questionnaire.
2. Ensure that all questions are answered and indicate response by ticking in the appropriate box (e.g.) or filling in the space (s) provided.

1. Gender

Male

Female

2. Age

18-29 years old

30-41 years old

42 years old and above

3. Level of education

Primary

Secondary

Tertiary

4.Position in organisation structure

Junior staff []

Middle level staff []

Senior level staff []

SECTION B :STUDY VARIABLES

Please indicate your agreement to the following statements on a likert scale of from 1 to 5 (1= Strongly Disagree, 2= Disagree,3= Neutral, 4= Agree and 5=Strongly Agree)

Q#	Leadership Styles	SD	D	N	A	SA
		1	2	3	4	5
1	My leader makes others feel good to be around him/her.					
2	My leader tells others what to do if they want to be rewarded for their work..					
3	Our leader makes all decisions and does not seek the opinion of subordinates on any issue					
4	Our leader always speaks authoritatively when dealing with their subordinates.					
Training and Development		SD	D	N	A	SA
		1	2	3	4	5
1	I am happy with the investments my employer makes in education and training.					
2	I'm satisfied with the job-related training the organisation offers.					
3	I am happy with my prospects of advancing in my career.					
Compensation		SD	D	N	A	SA
		1	2	3	4	5
1	My family's and my needs are sufficiently met by my benefits.					
2	I am knowledgeable with the regulations and procedures pertaining to my compensation.					
3	I know who to ask if I have any questions concerning my benefit.					
4	. My compensation is adequate.					

5.	In comparison to other companies in our industry, ours offers competitive benefits and compensation packages.					
	Employee Engagement	SD	D	N	A	SA
		1	2	3	4	5
1	I give my job everything I've got.					
2	I stay until all of my work is completed.					
3	I take great pride in my work.					
4	Working at this company is incredibly fascinating.					
5	Getting involved with events taking place in our organisation is one of the things I find most intriguing.					

