

Factors affecting employee engagement: the case study of robe town municipality, Bale Zone, Ethiopia**Birhanu Negeri Debele**

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ABSTRACT

Employee Engagement is the back bone of every organization, it is a very important practice to utilize the tacit knowledge of the employees to increase commitment and performance with a limited cost. Hence, this study was designed with the aim to identify the determinants of employee engagement in Robe town municipality. The research is quantitative research approach using Cross sectional survey method. The multi stage sampling method was employed in this research. The descriptive and inferential statistical techniques were used to analyze the data and interpret the result. The SPSS-version 20 software was used for analysis. The required data were collected from both primary and secondary sources. Primary data were collected through survey questionnaire using five Point Likert-Scale questionnaires. The questionnaire was distributed to 125 respondents and at the end of the day 119 responses were properly filled and returned. The result of the study from descriptive analysis pointed out that having the mean value for Job Characteristics= 3.27, rewards and recognition =2.72, organizational justice =2.88, and perceived organizational support =2.94 were below average which indicate that there was limitation in implementing this practice in Robe town municipality. Similarly, the correlation result indicated that there was positive relationship between all the independent variables and the dependent variable. This implies that any increase or decrease on the independent variable will bring corresponding change on level of employee's engagement. Hence, it is recommended that Robe town municipality should periodically review its practice on Job characteristic, Rewards and Recognition, Organizational Justice and Perceived Organizational Support in order to improve its effectiveness on employees' engagement.

Keywords: Employee satisfaction, public service, municipality, employee effectiveness, organizational support

1. Introduction

Human resource is one of the most valuable assets for any organization and it is the source of achieving competitive advantage. Effectiveness and efficiency of an organization cannot be achieved without effective management of human resource (Gilley et al., 2009). The difficulty now a day is not only just identifying talented people, but fully involving them, shaping their minds and hearts at each stage of their work lives. Employee engagement has become a widely used and popular term. In the academic literature, a number of definitions have been provided for Employee engagement. According to Shaufeli; *et al.*, (2006) Employee Engagement is defined as the level of commitment, involvement and passion as a positive, fulfilling work related state of mind that is characterized by vigor, dedication and absorption'.

Employee engagement is the key focus of both business entrepreneurs and academic researchers and is a blistering issue of modern business environment. Effectiveness and efficiency of an organization cannot be achieved without effective engagement of its employees (Gilley et al., 2009). Now a day the difficulty is not only just identifying talented people, but fully involving them, shaping their minds and hearts at each stage of their work lives. Every organization wants to gain competitive advantage and employee engagement is the best tool for achieving it. In fact, employee engagement is considered to be the most powerful factor to measure a company's vigour and orientation towards superior performance (Baumruk, 2004). Therefore, managers must consider employee engagement as it is related to service quality and work performance. The organizations should keep on conducting employee engagement surveys from time to time so that they can design or redesign the existing policies and implement key changes in order to increase the productivity and efficiency of employees.

There is always an interlinking between the determinants of employee engagement in the organization. Thus, in order to create an environment for employee satisfaction and engagement, it is vitally important to know which factors most affect employee engagement (Heartfield, 2012). Scholars indicated that there are various internal factors that determine or affect employee engagement. For instance, Kim et al. (2008) stated that factors such as Job characteristics, Rewards and recognition, Perceived Organizational support, and organizational justice) that predict employee engagement in human services are considered to be major determinants.

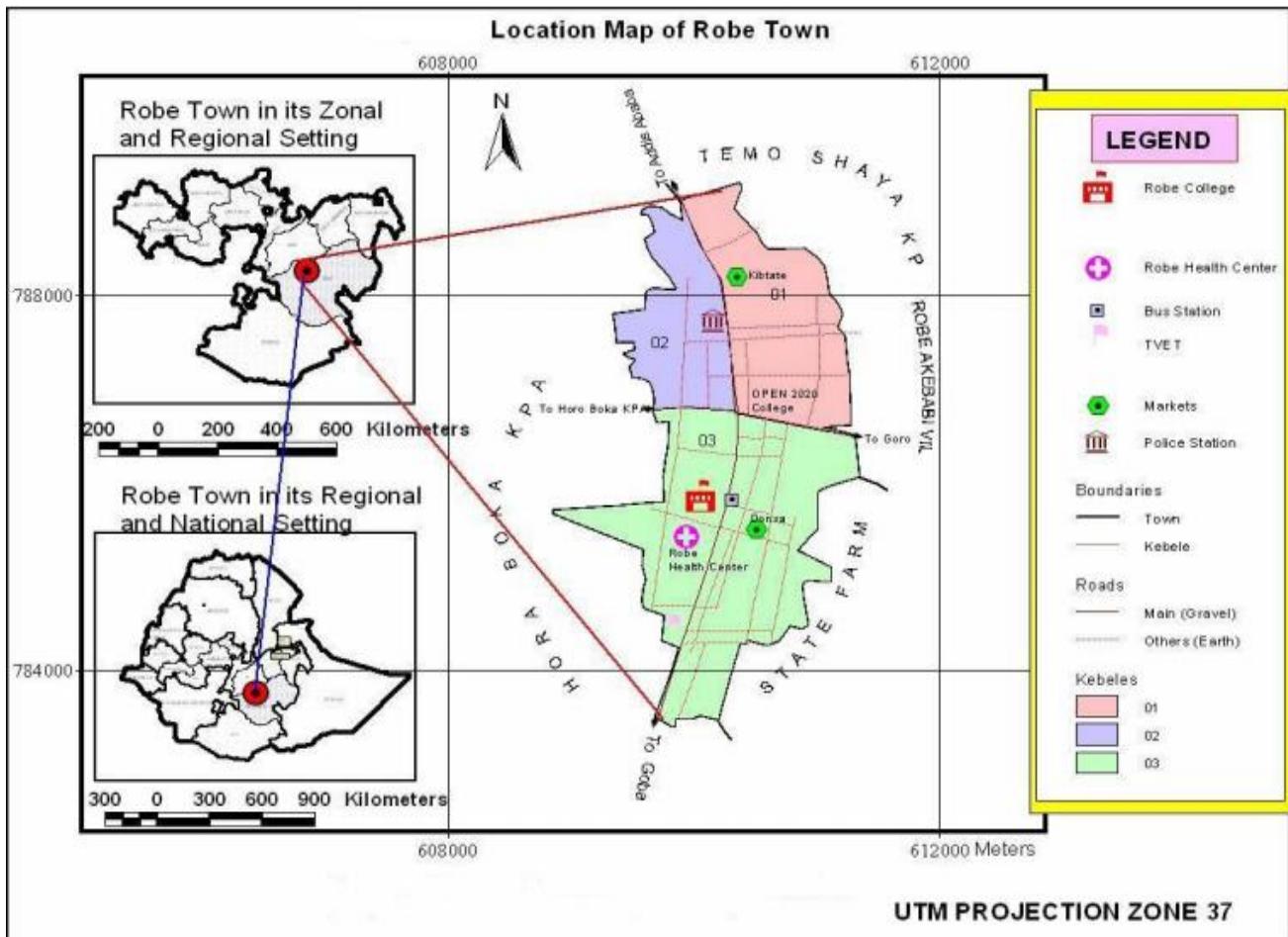
Cognizant to this fact, the researcher intended to conduct a research on determinants of employee engagement with the aim to find out factors that actually drive employees to perform their best in Robe town municipality. Therefore, the researcher triggered to identify what are the work live factors might be predict employee engagement nowadays, focusing on employees who currently working in Robe town administration. The other fact triggered the researcher to deal with this issue was to knowledge gap and lack of published information on factors that determine employee engagement in this specific study area. Therefore, the objective of the study is to identify and examine the major factors that determine employee engagement in achieving the desired organizational goal in Robe town municipality, Bale zone.

2. Materials and Methods

2.1 The Study Area

This study was conducted in Robe town. Astronomically, Robe town is located in the Southeast of Ethiopia in Bale Zone of Oromia regional State at 7°7' North and 40° 00' East. The town is found at distance of 430 Kilometre away from Addis Ababa, the capital city of Ethiopia. Robe town is

one of the fast growing administrative and business centres endowed with hospitable climate and plain topography. A number of tourists pass through it from different corners of the world, to visit the nearby tourist attraction sites like “*Sof-umer cave*”, the shrine of “*Sheik-Hussein*”, the jungle of “*Harena-Buluk*” and *Bale mountains national park*.



Source: *Ethio-GIS Data by Getachew & Samuels Manipulation, 2015*

Figure 1: Locations of Robe Town in the National and Regional Settings

2.2 Research Approach

To better understand the research problem and to achieve the desired objective of the research a quantitative research approach was employed. The quantitative research approach typically concentrates on measuring or counting and involves collecting and analyzing numerical data and applying statistical tests. So that, the researcher believes, the quantitative research approach would be more relevant and appropriate to the issue under investigation.

2.3 Research Resign

The research design for this study was Cross-sectional field survey method since data was collected at one point of time to assess the relationship between various independent variables and employee engagement in Robe town administration. In addition, the study was also correlational

in design because the study was intended to establish the relationship between dependent and independent variable of the study. Correlational research aims to ascertain if there is a significant association between two variables.

2.4 The Study Subject

The **target population** for the study was consisted of 1,189 employees of Robe town municipality, who are currently working in 27 sectors. The **sampling frame** for this study was the list of the 27 sectors of Robe town municipality and all 1189 employees alphabetical list that was obtained from respective sectors at Robe town municipality. The individual employee within each sectors of Robe town municipality was considered as a **sampling unit** of this study.

2.5 Sample Size, Sampling Techniques and Procedures

In this study to determine the sufficient number of samples to be surveyed and representative of whole population, a minimum(low), medium and high representative sample size determination table formulated by Carvalho (1984) was utilized, as indicated in Table 1.

Table 1 Sample Size Determination Table

Population size	Sample Size		
	Low	Medium	High
51-90	5	13	20
91-150	8	20	32
151-280	13	32	50
281-500	20	50	80
501-1200	32	80	125
1201-3200	50	125	200
3021-10000	80	200	315
10001-35000	125	315	500
35001-150000	200	500	800

Source: Carvalho (1984)

Accordingly, since the population of employees in all sectors at Robe town municipality that the survey covered are 1189, which is less than **1200**, the high-level representative sample number is estimated to be **125** (Table 2). The study employed a multistage sampling technique. First, Robe town administration office was selected purposively as it is the core office that committed and devoted to facilitating various services that enables development of the city. In the second stage, the 27 sectors at town administration were stratified as *administrative, and Public service and Human Development Pull* categories, whereby 6 and 8 sectors respectively (with the aim to cover at least 50 percent of the sectors) were selected randomly for the purpose of this study. In the third stage, a sample of 125 employee respondents, proportional to the number of employees in each sector, was randomly selected from the list of employees that are obtained from 6 administrative sectors and 8 public service and human development sectors at Robe town municipality. The proportionate sample allocation process for the two categories (*Administrative, and Public Service and HR development*) is summarized in Table 2.2 below.

Table 2 Summary of Target population and Sample Size

No	Pull Categories	No of Sectors	Sampled Sectors	No of Employees	Sampled Employees
1	Administrative	12	6	295	31
2	Public Service and HR development	15	8	894	94
Total		27	14	1189	125

Source; Robe town Municipal July, 2019

2.6 Data Collection Methods and Instrument

In order to achieve the stated objective, both primary and secondary sources of data were used. The source for primary data was employees working in Robe town municipality. Whereas the secondary data were obtained from books and published materials. The primary data collection instrument was survey questionnaire. The questions in the questionnaire was closed-ended format in order to ease the process of analyzing the data from respondents. The questions were formed in a five-point Likert scale such as 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree which allows respondents to indicate level of agreement with the statement provided. At the end of the day, a total of 125 questionnaires were distributed for sample respondents. Questionnaire was administered to the respondents by enumerators with a minimum of diploma degree or college certificate holders. Moreover, with regard to the secondary different books, published materials and reports were assessed.

2.7 Methods of Data Analysis

Data analysis was supported by SPSS software version 20 (Statistical Package for Social Science). In order to determine the patterns and relationship between and/or among data groups descriptive and inferential statistics were used. The descriptive statistics such as frequency distribution, percentile, mean score and standard deviation were used to examine the degree of determinants for employee engagement in Robe town municipality. Furthermore, from inferential statistics, correlation analysis was employed to identify determinants of employee engagement by measuring the relationship between dependent variable (employee engagement) and various independent variables, such as Job characteristic, Rewards and Recognition, Organizational Justice and Perceived Organizational Support.

3. Results and Discussion

Questionnaire was distributed to a total of 125 employees of the Robe town municipality. Of which, 119 questionnaires were properly filled and returned, which gives 95.2% return rate, implies that, the response rate is enough to carry out the analysis.

3.1 Demographic Characteristics of Respondents

The demographic characteristics considered important for the purpose of this study were gender, age, education level and year of service as discussed below. Analysis result for gender shows that majority, 71(59.66) of the participants of this study were male while female respondents were representing 48(40.44%). As far as sample respondent's age is concerned, result in Table 3 shows that the age distribution is largely dominated by respondents within age group between 36 - 40 years old covering 56 (47 %). This is followed by age group above 41 years, account for 28 (26%) falls. This figure implies that, most of the employees in the Robe town municipality are in the maturity age that are productive and can contribute for the achievement of town sectors objectives.

Table 3 Respondent's Age Distribution

Age Categories	Frequency	Percent
Below 25 years	9	5.5
25-30 years	12	11
31- 35 years	14	10.5
36 - 40	56	47
Above 41 years	28	26
Total	119	100

Source: Sample Survey, 2019

Regarding educational background of respondents, survey result in Table 4 shows that majority of the respondents were Bachelor degree holders, which accounted 79 (66.39%). 22 (18.49 %) of the respondents were found to be college diploma holders and 7 (5.88 %) of the respondents were a master's degree holders. The remaining 11 (9.24 %) respondents were found to complete TVET certificate/level III and IV/. From the above result, it can be concluded that almost all employees are educated and capable of using new technology, realizing and doing the objective of the town administration.

Table 4 Educational Qualification

Educational Level	Frequency	Percent
College Diploma	22	18.49
TVET Certificate	11	9.24
First Degree	79	66.39
Master's degree	7	5.88
Total	119	100

Source: Sample Survey, 2019

As far as respondent's year of service is concerned, survey result in Table 5 below shows that, majority of the respondents has served the municipality between 9 and 14 years which consists 51 (42.86 %), followed by those serving between 3 – 8 years, accounted 28(23.53%). Only 6 (5.04 %) of them have worked for more than 20 years in the Robe town municipality. The above analysis result implies that most of the respondents are well experienced and they have an average years of work experience which lead to better achievement of the predetermined organizational objectives.

Table 5 Respondent's Years of Service in the town

Service Year Categories	Frequency	Percent
≤ 2 years	7	5.88
3 – 8 years	28	23.53
9 – 14 years	51	42.86
15 – 20 years	27	22.69
Above 20 years	6	5.04
Total	119	100.00

Source: Sample Survey, 2019

3.2 Descriptive Analysis of Factors Determining Employee Engagement

Descriptive analysis was carried out in this study with the aim to investigate the effect of selected internal factors such as Job characteristic, Rewards and Recognition, Organizational Justice and Perceived Organizational Support on employees' engagement. The effect of all these independent variables were evaluated based on a 5-point Likert scale ("1" being "strongly disagreed (SD)", "2" being disagree (DA), "3" being Neutral(N), "4" being Agree(A) and "5" being "strongly agreed (SA)"). Finally, the obtained result was compared with mean scores delimited by Zaid Aton and Bagheri (2009). According to Zaid Aton & Bagheri (2009) the mean score below 3.39 was considered as low, the mean score from 3.40 up to 3.79 was considered as moderate and mean score above 3.8 was considered as high as illustrated by Comparison bases of mean of score of five points Likert scale instrument. Thus, detail of the analysis is presented in the undergoing section.

3.2.1 Job Characteristics and Employees' Engagement

According to analysis result in Table 6, having mean value of 44.72%, majority of the respondents were agreed that employees were assigned to better Job characteristics are more likely to reciprocate with greater levels of engagement to their organization which is given by the town administration. Whereas in average 23.35 % were disagreed and the remaining 28.42% in average were undecided (neutral). The above analysis result indicates that the existing employee's assignment to better Job characteristics practice has a good opportunity in order to improving staff levels of job engagement but still we can understand there is some limitation in implementing of this specific practice.

Table 6 Employee's response to Job characteristics

Job characteristics Items	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree		Mean	St. Dev
	F	%	F	%	F	%	F	%	F	%		
There is much autonomy in my job	11	9	25	21.5	45	37.6	31	26.0	7	5.8	3.0	1.049
	7	6.3	18	14.7	35	29.3	41	34.5	18	15.2	3.4	1.113
My job permits me to decide on my way how to go about doing the work												
There is much variety in my job	1	1.1	14	11.5	14	12.0	59	49.0	31	26.2	3.9	0.979
	13	10.5	26	22.5	46	38.7	26	21.4	8	6.8	2.9	1.077
The job requires me to do many different things at work, using a variety of my skills and talents.												
	14	11.5	26	22.0	51	42.9	22	18.3	6	5.2	2.8	1.025
Managers or co-workers let me know how well I am doing on my job.	10	8.4	18	14.7	46	38.7	38	31.9	7	6.3	3.2	1.032
Doing the job itself provide me with information	5	4.2	7	5.8	28	23.5	53	44.5	26	22.0	3.7	1.023
Average		7.3		16.1		31.8		32.2		12.5	3.3	
Over All Average Mean= 3.27, Disagree= 23.35%, Agree= 44.72% Neutral= 31.8%												

Source: Sample Survey, 2019

3.2.2 Rewards and Recognition, and Employees' Engagement

Table 7 shows that the average mean score of town administration Rewards and Recognition practice is 27.85 which can be considered as low mean score. This also explained by average percentile 42.78% are disagree to the current Rewards and Recognition practice help to contribute higher level of engagement and 29.36% are agreed while the remaining 27.85% are undecided (neutral). From these responses: we can conclude that employees are not satisfied with their salary; they may feel benefit packages are not satisfied; and recognition and promotional practice are not fair. So, the Rewards and Recognition practice should be designed carefully so as to improve employee engagement.

Table 7 Employee's response to Rewards and Recognition

Rewards and Recognition Items	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree		Mean	St. Dev
	F	%	F	%	F	%	F	%	F	%		
A pay raise, Job security & promotion available for me	19	16.24	22	18.85	32	26.71	35	29.3	11	8.9	2.9	1.209
I get Praise from my supervisor.	18	15.2	39	32.46	27	23.03	29	24.08	6	5.2	2.7	1.148
Training and development opportunities available for me.	22	19	32	26.7	26	22	35	29.3	4	3.14	2.7	1.134
More challenging work assignments available for me	22	18.33	32	27.22	35	29.33	25	20.9	5	4.1	2.7	1.124
There is some form of public recognition (e.g. employee of the month).	24	20.42	28	23.5	38	32	24	20.41	5	3.65	2.7	1.129
There is a reward or token of appreciation (e.g. lunch).	22	18.33	24	20.4	40	34.03	24	19.8	9	7.32	2.8	1.178
Average	17.92		24.86		27.85		23.97		5.39		2.72	
Over All Average Mean= 2.72, Disagree= 42.78%, Agree= 29.36% Neutral=27.85												

Source: Sample Survey April, 2019

3.2.3 Organization justice and Employee Engagement

In Table 8 shows that the majority of the respondents i.e. 50.71% have not good attitude towards the existing Organization justice practices of the town administration but 26.03% are agreed and the remaining 23.56% are neutral. On the other side from result in the Table we can observe that the mean average score is 2.88 which is below the average likert scale 3. This implies that the existing Organization justice practice are not exercised well in the Robe town administration in which the employees are not satisfied, not treated well, and not participated on their concerned issues.

Table 8 Employee's response to Organization justice

Organization jus- tice items	Strongly Dis- agree		Disagree		Neutral		Agree		Strongly Agree		Mean	St. Dev
	F	%	F	%	F	%	F	%	F	%		
The outcomes I re- ceive appropriate for the work I have completed	27	23.03	31	26.3	26	21.47	29	24.6	6	4.71	2.46	1.147
My outcomes re- flect what I have contributed to the organization	26	21.45	50	41.9	21	17.82	17	14.6	5	4.18	2.94	1.117
I have been able to express my views and feelings dur- ing those proce- dures	26	21.45	33	27.8	33	27.75	20	16.74	7	6.28	2.89	1.153
I have had influ- ence over the out- comes arrived at by those procedures.	32	27.22	34	28.28	28	23.57	19	16.23	6	4.71	2.79	1.087
Those procedures have been applied consistently	21	17.8	28	23.37	30	25.65	31	26.17	9	7.33	3.1	0.880
Those procedures have been free of bias	20	17.2	30	25.13	38	31.94	24	19.85	7	5.75	3.06	0.889
I Have been able to appeal the out- comes arrived at by those proce- dures.	33	27.8	26	21.45	20	16.74	33	27.75	7	6.28	2.87	1.153
Those procedures have upheld ethical and moral stand- ards	32	27.22	32	27.28	28	23.57	19	16.28	8	6.74	2.89	1.087
Average	23.02		27.69		23.56		20.28		5.75		2.88	

Overall average mean =2.88, Disagree = 50.71%, Agree = 26.03% Undecided = 23.56%

Source: Sample Survey April, 2019

3.3.4 Perceived organizational support and employees' engagement

Table 9 shows that majority of the respondents, 56.66% are disagreed with the existing Perceived organizational support of the town. But only 23.43 % of the respondent agreed with this idea and the remaining 19.79% are undecided (Neutral). This implies that majority of employees of the municipality have not supported with their organization in caring about their well-being, about their opinions, supportive of their goals and the shared values and beliefs, in general there is no a culture of encouraging an employee who come up with new ideas, and employees are not committed to the town administration mission and vision statement.

In general, from the descriptive analysis given above, one can conclude that employees of Robe town municipality have an average level job engagement because they are highly dissatisfied with Rewards and Recognition practices, Organization justice and Perceived organizational support.

Table 9 Employee's response to Perceived organizational support

Perceived organizational support items	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree		Mean	St. Dev
	F	%	F	%	F	%	F	%	F	%		
My organization is supportive of my goals and values.	28	23.6	41	34.05	26	21.99	15	12.51	9	7.85	3.02	1.043
Help is available from my organization when I have a problem.	27	23.03	31	26.3	26	21.47	29	24.6	6	4.71	2.46	1.147
My organization really cares about my well-being.	19	16.26	47	39.2	20	16.74	19	16.23	14	11.5	3.19	1.044
My organization shows great concern for me	26	21.45	50	41.9	21	17.82	17	14.6	5	4.18	2.94	1.117
My organization cares about my opinions	35	29.35	34	28.17	25	20.94	17	14.66	8	6.8	3.08	1.004
Average	22.74		33.92		19.79		16.42		7.01		2.94	
Overall average mean=2.94, Disagree=56.66%, Agree=23.43% Undecided=19.79%												

Source: Sample Survey April, 2019

3.4 Correlation Analysis

In this study Pearson Product-Moment Correlation Coefficient was used to determine the degree of association between independent variables (Job characteristic, Rewards and Recognition, Organizational Justice and Perceived Organizational Support) and dependent variable (employee engagement) in Robe town municipality. The Pearson Product-Moment Correlation Coefficient is a statistic that indicates the degree to which two variables are related to one another. The sign of a correlation coefficient (+ or -) indicates the direction of the relationship between -1.00 and +1.00. Variables may be positively or negatively correlated. A positive correlation indicates a direct positive relationship between two variables. A negative correlation, on the other hand, indicates an inverse, negative relationship between two variables (Ruud et. al. 2012). In order to arrive at conclusion about relationship between independent variables mentioned above and dependent variable (employee engagement), the analysis result was compared with Pearson's correlation coefficient estimated values and corresponding correlation strength which is negligible, low, moderate, substantial, or very strong as shown in Table 10.

Table 10 Correlation Coefficient

Correlation coefficient(r)	Strength of the correlation
From 0.01 up to 0.09	Negligible association
From 0.10 up to 0.29	Low association
From 0.30 up to 0.49	Moderate association
From 0.50 up to 0.69	Substantial association
From 0.70 and above	Very strong association

Source: Joe W. Kotrlik; et. al (2011)

In an attempt made to determine the relationship between Job characteristics and Employee Engagement, result in Table 3.9 shows that the Job characteristics of the urban sector ($r= 0.359$, $p<0.01$) is moderate positive relation and statistical significantly. This means that, if the employees were assigned to better Job characteristics their engagement would be significantly higher than if they were assigned to normal Job characteristics.

In the same manner, analysis result in Table 11 indicates that the correlation coefficient result of rewards and recognition practice in Robe town municipality is ($r= 0.403$, $p<0.01$) moderate positive association. This implies the presence of moderate relationship between rewards and recognition practice and employees' engagement in the municipality which is statistically significant.

Correlation analysis made to see the relationship between Organization justice and Employee Engagement illustrated that Organization justice practice ($r=0.434$, $p<0.01$) is positively correlated with employee engagement. This implies the presence of moderate relationship between Organization justice practice and employees' engagement in the town which is statistically significant. And change in rewards and recognition given to employees has a corresponding effect on job engagement of employees.

From the Correlation analysis made to determine the association between perceived organizational support and Employee Engagement, it can be seen that perceived organizational support ($r=0.379$,

$p<0.01$) is positively correlated with employee performance. This implies the presence of moderate relationship between Perceived organizational support and employees' engagement in the town which is statistically significant. And change in perceived organizational support has a corresponding effect on employees' engagement.

Therefore, from the correlation analysis result, one can conclude that any corresponding change in the independent variables such as increase assignation to better Job characteristics, improved rewards and recognition practice, improvement in Organization justice practice and improvement in perceived organizational support would have a positive and moderate relative impact on the dependent variable of employees' job performance. However, if the changes in the individual independent constructs are not in a positive manner, then its effect on the dependent variable would be negative.

Table 11 Correlation Analysis between Independent variables and Dependent Variable

		Correlations				
		Job char- acter- istic	Rewards and Recog- nition	Organiza- tion jus- tice	Perceived or- ganizational support	Employee Engage- ment
Job char- acteristics	Pearson Correlation	1	.365**	.352**	.373**	.359**
	Sig.(2-tailed)	.000	.000	.000	.000	.000
	N	119	119	119	119	119
Rewards and Recog- nition	Pearson Correlation	.565**	1	.504**	.436**	.403**
	Sig.(2-tailed)	.000	.000	.000	.000	.000
	N	119	119	119	119	119
Organiza- tion justice	Pearson Correlation	.352**	.504**	1	.402**	.434**
	Sig.(2-tailed)	.000	.000	.000	.000	.000
	N	119	119	119	119	119
Perceived organiza- tional sup- port	Pearson Correlation	.373**	.436**	.402**	1	.379**
	Sig. (2-tailed)	.000	.000	.000	.000	.000
	N	119	119	119	119	119
Employee Engage- ment	Pearson Correlation	.359**	.403**	.434**	.379**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000
	N	119	119	119	119	119

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

Source: Sample Survey April, 2019

4. Conclusions

The objective of the study was to examine the major internal factors that determine employee engagement in achieving the desired organizational goal in Robe town municipality, Bale zone. Based on the findings this study, conclusions were made as shown hereunder. The study pointed out that, the determinant internal factors examined in this study, especially Rewards and Recognition, Organizational Justice and Perceived Organizational support in the Robe town municipality are not being implemented properly as they have to be put into effect. That means there are still

limitations in implementing these practices. In spite of moderately well implementation practices, the job engagement of employees is not bad. But the town still not get utilize the full potentials of its human resources due to limitations in implementing practices mentioned above.

Correlation analysis result revealed that Job characteristic has significant positive relation and significant positive effect on employees' engagement in Robe town municipality. From this finding, the study concluded that Jobs that are high on the core job characteristics (such as skill variety, task identity, task significance, autonomy, and feedback) could potentially provide individuals with the room and incentive to bring more of themselves into their work or to be more engaged. From the correlation analysis made during the course of this study, the researcher found that Rewards and Recognition has a significant positive relationship with and as well as significant positive effect on employees' engagement in the town. Thus, it is possible to conclude that a positive change in Rewards and Recognition practice can bring positive improvement on employees' highly engagement. And when employees receive rewards and recognition from their organization, they will feel obliged to respond with higher levels of engagement.

Similarly, the analysis result indicated that Organizational Justice has found to have a positive relationship with performance as well as significant effect on employees' engagement in the town municipality. In this regard the town administration has opportunity to get high level of employees' engagement, when employees have high perceptions of justice in their organization, they are more likely to feel obliged to also be fair in how they perform their roles by giving more of themselves through greater levels of engagement. In contrary, low perceptions of fairness are likely to cause employees to withdraw and disengage themselves from their work roles. Furthermore, study pointed out that perceived organizational support has positive relationship and significant effect on employees' engagement. This implies that as employees believe that their organization is concerned more about them and cares about their well-being, they are likely to respond by attempting to full fill their obligations to the organization by becoming more engaged.

In nutshell, the overall bundles of determinant factors incorporated in this study found to have positive effect on level of employees' engagement, so that appropriate practice of the above four factors have to be realized and put into effect by Robe town municipality. The study pointed out that the strategies of reward and recognition play an important role in reflecting the employee engagement. Therefore, the Robe town administration need to modify their rewards strategy depending on employees' job performance to be aligned with their own particular organization objective. Robe town administration should frequently ascertain engagement levels of their employees, through focus on core job characteristics which are skill variety, task identity, task significance, autonomy, and feedback. The employee engagement should not be a onetime exercise, but a continuous Process of learning, improvement and action. Finally, the town administration should get its employees satisfied for higher level of job performance and organizational performance as a whole.

Author Contributions

The manuscript was written through contributions of the author. The author has given approval to the final version of the manuscript.

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Competing interest

There is no competing interest on this paper

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