

**THE CONTRIBUTION OF WORKPLACE READINESS TO EMPLOYEE
ENGAGEMENT AT AIRTEL UGANDA**

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11/MMSHRM/26/039

**A DISSERTATION SUBMITTED TO THE SCHOOL OF MANAGEMENT
SCIENCE IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE
AWARD OF THE MASTERS DEGREE IN MANAGEMENT STUDIES (HUMAN
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NOVEMBER 2013

DECLARATION

I, Stella Nakawuka, declare that the work presented in this book is my own and has never been submitted elsewhere for any other award.

Signed.....Date.....

APPROVAL

This is to certify that this study has been carried out under our supervision and has been submitted for examination with our approval as a partial fulfillment for the award of the Masters in Management Studies degree (Human Resources Management) of Uganda Management Institute.

SignatureDate.....

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SignatureDate.....

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2nd Supervisor

DEDICATION

This work is dedicated to my family for their enormous contribution towards my entire academic life and success.

ACKNOWLEDGMENT

The production of this work has been a result of many hands. In particular, I wish to extend my heartfelt gratitude to my supervisors Ms. Aida N Lubwama and Dr. Gerald Karyeija for their guidance, constructive comments, kind support and tolerance to all inconveniences during the writing of this dissertation. They read and reviewed my work and ably directed me with love and encouragement. I am indeed grateful to them.

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ABSTRACT

The study examined the contribution of workplace readiness to employee engagement at Airtel Uganda. The specific objectives included assessing the contribution of resources to employee engagement at Airtel Uganda, investigating the contribution of work life balance to employee engagement at Airtel Uganda and examining the contribution of training of employees to employee engagement at Airtel Uganda. The researcher used a cross sectional survey design. A total of 113 respondents participated in the study. Simple random Sampling method was used for selecting the study respondents, with the exception of the Heads of Department who were selected using purposive techniques. Findings revealed a weak positive correlation between resources and employee engagement whereby resources accounted for 10.2% variance in employee engagement, a weak positive correlation between work-life balance and employee engagement whereby work-life balance accounted for 6.6% variance in employee engagement, and a moderate positive correlation between training and employee engagement whereby training accounted for 25.3% variance in employee engagement. Workplace readiness clearly had a significant contribution to employee engagement. Therefore, companies should ensure work place readiness to improve employee engagement. According to the study, employees expect organizations to provide resources in order to meet the organization's objectives. More so there should be a balance between work and life to improve employees' morale to work. Training both skill acquiring and knowledge based are vital in increasing employee engagement; Airtel is a dynamic business with so many trainings tailored to the changes in skills needed. This has led to increased engagement within the organization.

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CHAPTER ONE

INTRODUCTION

1.0 Introduction

According to Lippman and Keith (2009), workplace readiness is essential to the success of employees in the organization. This study sought to establish the influence of workplace readiness on the employee engagement at Airtel Uganda. Workplace readiness was the independent variable while engagement of employees was the dependent variable. Given the prevailing competitive environment in the service industry, there was need for a clear understanding of how much workplace readiness influenced the employees' engagement. This would in the long run help to improve the level of retention. This chapter covers the background of the study, problem statement, general objective, specific objectives, research questions, hypotheses, significance, justification and scope of the study.

1.1 Background of the Study

1.1.1 Historical Background

According to Dicke (2007), employee engagement has a relatively short historical timeline. It has been present for approximately twenty years and relatively little research has been completed to truly quantify or qualify the concept's distinct existence. Employee engagement has a very broad scope such that there are potentially thousands of different individual actions, attitudes and processes that affect engagement. As a result, employee engagement lacks a distinct definition and process for measurement. In addition, employee engagement is potentially interchangeable with other concepts like organizational commitment and Organizational Citizenship behavior. He further argues that changes to the global market in the 1980s and 1990s increased interest in

concepts such as employee engagement. Proactive companies searching for new avenues to achieve competitive advantages were looking “outside of the box” for answers. The Gallup Organization conducted studies on employee engagement from the mid to late 1980s and published their results in a very popular book “First, Break All the rules” (Ferguson). Gallup felt their research proves that engaged employees are more productive, profitable, customer – focused, safer and more likely to stay with an organization.

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Welbourne (2007) points out that employee engagement has appeared on the management scene recently as a key concept in the organisation. A review of recent history helps to clarify why it is so popular today. Prior to the 1980s, employers expected loyalty to the organization and in exchange for the commitment was lifetime employment offered. Welbourne (2007) further states that in the 1980’s with the increased global competition, organizations started changing the previous rules where loyalty was no longer the only rewarding factor. Organizations started looking for ways to gain competitive advantage and this gave birth to the evolution of employee engagement.

According to Heldrich, Wallace and Commission staff (1996), work has always been essential to human experience. The nature of work is usually determined by the nature of the economy. For instance, a low-tech agricultural economy will demand one kind of work force while a hierarchically organized industrial mass manufacturing economy will demand another.

Heldrich et al (1996) go ahead to give an example about the American economy how it shifted its focus from agricultural to industrial, severe dislocations occurred. This happened in the late 19th century. During America’s industrial revolution, dramatic changes took place that affected where people lived, whom they worked for and the workplace skills they needed. The nation

attempted to provide workers with the skills they needed to succeed like the land grant colleges of the 19th Century and the trade schools of the 20th century were created to achieve this purpose.

More so, at the onset of the 21st Century, New Jersey faced an era of enormous change that in some ways, it was more profound than that of previous generations. Deep changes in labor market affected the skills demanded of the workforce, while reduced job security put a premium on the ability of the workers to adapt to these circumstances. The job market therefore now and into the foreseeable future is one where the most important resources, workers have their workplace skills and their ability to learn new skills. Most people will change jobs five to seven times during their careers and given the pace of organizational and technological change, they will be asked to upgrade their job skills on continuing basis, Heldrich et al (1996).

1.1.2 Theoretical Background

There are two theories on which this study was underpinned. These are Herzberg's two factor theory and Path-Goal theory. The two theories explain the contribution of workplace readiness to the employees' commitment and involvement, which may be summed up as engagement.

Frederick Herzberg's Two Factor Theory as explained by McCrimmon (2008), clearly recognizes that there are factors that lead to employee satisfaction and those that lead to dissatisfaction. The hygiene factors are the leading cause of dissatisfaction at work and these mainly refer to working conditions. Working conditions are in particular working environment and not intrinsic to the work itself or how employees work. These factors include lighting, noise levels, room temperature, safety, wage rate pay systems, employee benefits, organization culture, and leadership style. If these are unfavorable, they cause dissatisfaction in the organization,

which leads to negative impact in the employees' engagement. The other factors are the motivation factors, which lead to satisfaction like recognition, bonuses, a sense of achievement and intrinsic enjoyment. The combination of both favorable motivational and hygiene factors clearly improves employee engagement. This study focused on hygiene and motivational factors conditions and their impact on the employee engagement. Employee engagement was the dependent variable focused on in the study.

To compliment Frederick Herzberg's Two Factor Theory, the researcher also used the Path-Goal theory, developed by Robert House. Robert (1971) defines Path-Goal theory as a dominant paradigm of leadership study. It is concerned with the relationship between formally appointed superiors and subordinates in their day-to-day work. Robbins (2001) pointed out that the term Path-Goal is derived from the belief that effective leaders clarify the goal to help their employees get from where they are to the achievement of their work goal by making the journey along the path easier with minimum hindrances. The core of this theory is that the leaders are responsible for guiding, supporting and training their employee in order to achieve their objectives in line with the organization over all objectives.

According to these two theories, employee engagement is crucial in the organization. However, all their discussion was biased on leadership, motivation and hygiene factors. The researcher therefore challenged the theory to bring out the fact that work place readiness too can greatly affect employee engagement.

1.1.3 Conceptual Background

The term workplace readiness has no single or definitive meaning; it is quite new in the 21st century. A number of definitions have been put together to clearly understand this term (Snow,

2008). Steve (2011) defines workplace readiness as employability skills. These include personal qualities and people skills like multi-tasking, integrity, self confidence, professionalism, flexibility, team work, initiative and the professional knowledge and skill like leadership/management skills, communication skills, problem solving, health and safety, planning and organization skills, job acquisition, critical & analytical thinking, willingness to learn, customer focus, workplace computers, telecommunication, information technology and job specific skills. In this study, work place readiness was operationalised as work environment; this includes working resources, work life balance and training of employees in order to improve employee engagement.

Definitions of employee engagement differ from the various scholars. Armstrong (2009) defines employee engagement as an effect that takes place when people at work are interested in and positive, even excited about their jobs and are prepared to go the extra mile to get them done to the best of their ability. He also noted that Bevan et al (1997) defines an engaged employee as someone who is aware of the business context and works closely with colleagues to improve performance within the job for the benefit of the organization. More so Armstrong (2007) noted that employee engagement is the extent to which employees put discretionary effort into their work, beyond the minimum to get the job done in the form of extra time, brainpower or energy. The Perrin 2007 – 2008 White paper again singled out the top 10 drivers of engagement. These were; improved skills and capabilities, senior management's interest in employee wellbeing, organization reputation for social responsibility, input into decision making, organization quick resolving of customer concerns, set of high personal standards, excellent career advancement opportunities, having challenging work assignments that broaden skills, good relationship with supervisor and organization encouragement to have innovative thinking. William and Benjamin (2008) defined Employee engagement as a desirable condition, that has an organizational

purpose and Connotes involvement, commitment, passion, enthusiasm, focused effort and energy, with both attitudinal and behavioral components.

In this study, employee engagement was perceived as the empowerment, attitude, self-efficacy and the commitment to deliver the organization's strategy. According to the Oxford dictionary (2013), attitude is defined as a settled way of thinking or feeling about something. More so, the Oxford dictionary (2013) defines empowerment as authority or power given to someone to do something. Lastly, Self-efficacy relates to beliefs about capabilities of performing specific behaviors in a particular situation. Employee engagement was measured by Employee hygiene factors, which included good physical working environment, clear policies and procedure, remuneration, and other benefits. More so, employee engagement was measured by Employee motivational factors like recognition, promotional opportunities, accountability and meaning full role. It affects people's emotional reaction such as anxiety and distress, choice of behavioral settings.

1.1.4 Contextual Background

Airtel Uganda has a staff of 251 employees Airtel (2012) 99.9% are permanent staff and 0.1% are temporary. The last engagement report indicated the employee engagement at 3.99scale instead of the desired 4.2 scale (Allen, 2011). Airtel Uganda started as Celtel Uganda & launched on 31st of May 1995, as the pioneer of mobile telecommunications company in Uganda. Airtel Uganda is part of Airtel Africa Network. It constitutes both Anglophone and Francophone countries, which total up to 17 countries, with over 60 million customers. Airtel Africa was born by Bharti India, which is the largest telecom company in India with over 246 million customers by February 2012, Airtel (2012). Currently Airtel Uganda is faced with low employee engagement, which has affected the productivity of the organization. There is hardly much staff

empowerment, little or no self-help, lack of innovation and negative energy, which have led to poor employee attitude. Managing the engagement will enhance employee retention, productivity, improve the employer brand and this will lead to increased revenue growth because of engaged staff that will drive for results over and above their expectations.

1.2 Problem Statement

Employee engagement is critical in achieving company goals. Because of this reason, Airtel put various strategies to improve its employee engagement to the 75th percentile (4.2 on a scale of up to 5). It was noted that Airtel provided free medical services for staff, including their spouses and children, improved remuneration to cater for the cost of living, clearly stipulated its vision, mission and its values and introduced the balance scorecard as performance measurement tool.

Despite all this, the employees still had limited empowerment to drive the goals, there was a lot of negative talk in the corridor, poor brand ambassadors, self-efficacy, negative attitude was portrayed internally, limited level of empowerment, commitment and team work. This resulted into increased level of turnover to 18% by end of financial year(Airtel, 2011) compared to the acceptable 10% annually. The major causes of the continuous low engagement has notably been assumed as resources, skill fit for the right job, training for the right job, health and safety and work life balance. If this trend continued, it would negatively affect the business' dream, which in the long run would affect the general country's economy. A number of factors could explain the state of employee engagement; however, this study set out to examine the contribution of workplace readiness to employee engagement at Airtel Uganda.

1.3 General Objective

To examine the contribution of workplace readiness to employee engagement at Airtel Uganda-

1.4 Specific Objectives

The specific objectives of this study included the following

1. To assess the contribution of resources to employee engagement at Airtel Uganda
2. To investigate the contribution of work life balance to employee engagement at Airtel Uganda
3. To examine the contribution of training of employees to employee engagement at Airtel Uganda

1.5 Research Questions

The research questions of this study included the following;

1. What is the contribution of resources to the employee engagement at Airtel Uganda?
2. How has work life balance contributed to employee engagement at Airtel Uganda?
3. To what extent has the training of employees contributed to employee engagement at Airtel Uganda?

1.6 Hypotheses of the Study

The hypotheses of the study included;-

1. There is a positive relationship between resources and employee engagement
2. There is no work life balance effect on the employee engagement
3. Training of employees has influence on employee engagement

1.7 Conceptual Framework

The following diagram illustrates the possible relationship between workplace readiness (IV), and employee engagement (DV).

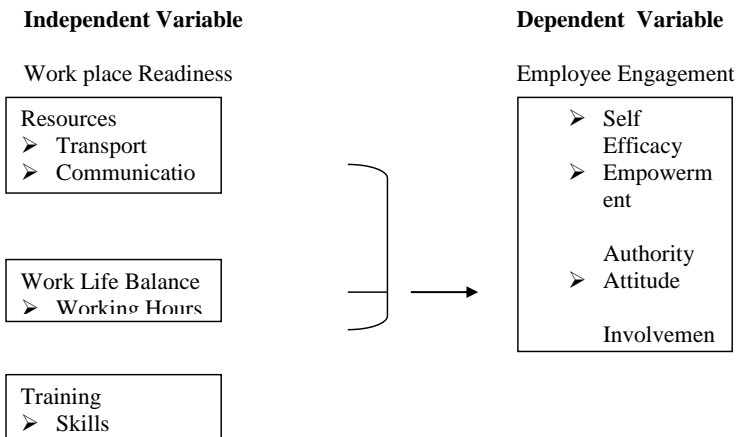


Figure 1: Conceptual Framework

Source: Adopted and modified from: House (1971), Alletson, Aselstine (2006), Armstrong (2009)

In this conceptual framework, it was assumed that workplace readiness (independent variable) if well applied in the organization, may enhance employee engagement (Dependent variable). Resources (transport, communication, accommodation, equipment) contribute to the empowerment, Self efficacy and attitude of Airtel Employees. Work –Life balance (Leave and Work hours) are a major contribution of employee engagement at Airtel Uganda. Lastly Training (skills acquisition and Knowledge acquisition) affect the employee engagement at Airtel Uganda.

1.7 Significance of the Study

This study may enhance people's knowledge to fit into the managerial level at Airtel Uganda or at Group. The study may improve people's understanding of employee engagement, which they may apply during their work life to improve staff engagement.

1.8 Justification

The research was carried out so that employee engagement can be improved through the findings.

1.9 Scope

1.9.1 Geographical scope

The study was carried out at Airtel office premises. It is located on Wampewo Avenue Kampala Plot 40 Jinja road. It also focused on the field staff deployed in the five regions of the business that is central, western, southern, eastern and northern territories.

1.9.2 Time scope

The researcher took the period of one year because she wanted to reflect on the study to improve the engagement score points.

1.9.3 Content scope

The study focused on the work place readiness at Airtel Uganda, which included resources, work life balance and training. It was geared towards investigating the contribution of work place readiness to employee engagement at Airtel Uganda.

1.10 Operational Definition of Terms

1.10.1 Work place

This is a place, such as an office or factory, where people are employed. The work setting in general.

1.10.2 Employee Engagement

The emotional connection an employee feels toward his or her employment organization, which tends to influence his or her behaviors and level of effort in work related activities.

1.10.3 Resources

These are the tools used to facilitated staff to achieve the business goals.

1.10.4 Heads of Department

The overall leader per organization department

1.10.5 Team Contributors

The operational team with in the organization. The team that does the day to day work

1.10.6 Managers

The people that supervise the team contributors

1.10.7 Senior Managers

These are the leaders supervise the managers

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter focuses on the critical review of the literature related to the study. It reviews the theories which are related to the key variables, as shown in the conceptual framework. The researcher examined various sources of literature that is both primary and secondary sources. The chapter presents the theoretical review and actual literature review of the related study.

2.1 Theoretical Review

Frederick Herzberg's Two Factor Theory is explained by Mitch (2008) clearly recognizes that there are factors that lead to employee satisfaction and those that lead to dissatisfaction. The Hygiene factors are the leading cause of dissatisfaction at work and these mainly refer to working conditions. Working conditions in particular working environment and not intrinsic to the work itself or how employees work. These factors include lighting, noise levels, room temperature, safety, wage rate pay systems, employee benefits, organization culture and leadership style. Absence of these factors causes dissatisfaction in the organization, which negatively affects employees' engagement. The other set is about the motivation factors such as recognition, bonuses, a sense of achievement and intrinsic enjoyment, which lead to satisfaction. Mitch, (2008) noted that one of the most commonly used examples to illustrate how Herzberg's theory works, is that of people who complain about working conditions on the job, such as poor lighting, dirt, cold temperatures and noise, yet go home and put up with similar conditions working on their own car in a dirty, dingy, drafty garage. This apparent inconsistency is explained by pointing out the fact that working on your own car is more motivational than a routine job where you do not feel personally engaged.

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One of Herzberg's main ideas was that his two sets of factors are independent, that they are not just two ends of one scale. Thus, it is possible to be satisfied at work even though the working conditions are poor and it is possible to be relatively content with the latter even though you may not be very motivated to put in any extra effort. The most important point to note is that the two factors are not very separate. It is quite common for employees to complain about poor working conditions because they feel bored and unmotivated. It is natural and easy to point the finger at visible, external conditions rather than to say that you feel unappreciated or not stimulated in your job. The example of people working on their car at home shows that people are happy to do their own thing in poor working conditions because they are enjoying themselves whereas they would not put up with those same conditions if they were bored at work. According to the management study 2008 - 2012, Herzberg theory is criticized for overlooking the situational variables and assumes a correlation between satisfaction and productivity. More so, there were no comprehensive measures taken for satisfaction. It is important to note that Herzberg's Theory points out the need to take care of hygiene factors so that the employees are comfortable at work, which increases engagement. It was however critical to ascertain if only working conditions were provided without any motivation, the staff engagement would be maintained thus the study.

To compliment Frederick Herzberg's Two Factor Theory, the researcher also used the Path-Goal theory, developed by Robert House. House(1971) defines Path-Goal theory as a dominant paradigm of leadership study. It is concerned with the relationship between formally appointed superiors and sub ordinates in their day – to – day work. Robbins (2001) pointed out that the term Path- Goal is derived from the belief that effective leaders clarify the goal to help their employees get from where there are to the achievement of their work goal by making the journey along the path easier with minimum hindrances. The core of this theory is that the leaders are

responsible for guiding, supporting and training their employee in order to achieve their objectives in line with the organization over all objectives.

According to House(1996), there are various types of leadership styles. These include; directive, supportive, participative and achievement oriented. These drive employee expectation differently, and affect employee engagement either positively or negatively. For example, 'directive' provides psychological structure, letting the employees know what they are expected to do, scheduling, coordination work, providing rules, guidelines and procedures, while 'supportive' deals with displaying concern, welfare, creating a friendly and psychologically supportive environment House and Mitchell,(1974). Participative leaders focus on employees' ability to make decision and work unit operations. They consult the teams and take their opinions and suggestions into account. Lastly, 'achievement oriented' focus on setting challenging goals, seeking improvement and emphasizing excellence & confidence in performance. David (2010), noted that path goal theory is derived from expectancy theory, which argues that employees would be motivated if they believe that putting in more effort will yield better performance, and better job performance will lead to rewards such as an increase in salary or benefits. This theory is however criticised by researchers claiming that it is more of a research tool for leadership styles (Terry & Franklin, 2002).

The Path Goal theory has been critiqued by Ashim (2009) as a very complex theory since it considers more than one parameter and requires a lot of analysis to effectively choose a leadership style. It also promotes employee dependence since it is a one-way impact. The researcher therefore had to find out how the work environment with good leadership style engagement. Despite the gap in this theory, it guided the researcher on how to relate work place readiness and leadership focus in order to determine the contribution to employee engagement.

The clear understanding is that employee engagement has numerous determinants. However, this study focused on work place readiness.

2.2 Resources and Employee Engagement

Employee engagement refers to the individual's involvement and satisfaction with, as well as enthusiasm for work (Harter, et. al. 2002). Engagement occurs when individuals are emotionally connected to others and cognitively vigilant (Khan, 1990). Employees are emotionally and cognitively engaged when they know what is expected of them, have what they need to do their work, perceive that they are a part of something significant with coworkers whom they trust, and have chances to improve and develop (Harter, et. al. 2002). Engaged employees are willing to go an extra mile to help their companies' succeed (Towers Perrine, 2007). The researcher was in agreement with all the quoted authors about the meanings of engagement and they were all found to be related to the study.

According to Shuck and Albornoz (2011), over the past decade the dominant theoretical framework in engagement research has been the Job-Demands-Resources (JDR) model. The theory suggests that although employees in different organizations may be confronted with different working environment, it is generally accepted that characteristics of this environment can be classified into two general categories; Job demands, that is high workload, organizational change, and role ambiguity, plus Job resources such as social support, professional development and autonomy. High job demands are thought to contribute to low levels of engagement but may be mitigated by the availability of job resources as they motivate employees to meet their goals, which in turn foster work engagement. Job resources are considered to buffer the effects of job demands. As Shuck and Albornoz (2011) noted, it is in agreement with the study that job

resources buffer the effects of engagement however; other attributes equally relevant with in work life in order for the organization to keep a float with its engagement.

Rothmann, Strydom and Mostert (2006) developed a questionnaire to identify job demands and resources as conceptualized in the JD-R model. They found that job demands and resources consist of five factors, namely (1) overload, (2) job insecurity, (3) growth opportunities, advancement and (4) organizational support. Overload refers to the amount of work, mental load, and emotional load. Job insecurity refers to feeling insecure in the current job and level with regard to the future thereof. Growth opportunities refer to having enough variety, opportunities to learn, and independence. Advancement means moving forward within an organization, and includes remuneration, training, and career opportunities. Organizational support refers to relationships with the supervisor, the availability of information, communication, participation, social support by colleagues, and contact opportunities within the organization.

Twiss (2011) carried out a research on engagement, job demands and resources effect to turn over and it was noted that resources are most desired by their employees and this best addresses their psychological needs in order to more effectively promote greater levels of engagement and ameliorate turn over. It was further identified that employee engagement has far- reaching implications for the employee's performance, enabling them to strive and reach their full potential on the job. This is through understanding the interplay between personal resources, job demands and resources and their influence on engagement and turn over. Jones (2012) notes that employees must have resources and knowledge in order to perform their jobs with confidence. Resources include the equipment, supplies and tools necessary to complete a task or job. Resources are also intangible assets such as marketing and community involvement. She further argues that physical, psychological, social or organizational features of a job help achieve work

goals, reduce job demands and stimulate personal growth, learning and development. The relationship of resources to demands is that high job resources and job demands promote engagement, whereas low job resources relative to job demands contribute to burn out and reduced engagement.

A study was carried out by Bakker, Arnold, Hakanen, Jari, Demerouti, Evangelia, Xanthopoulou and Despoina (2007) on 805 Finnish teachers working in elementary, secondary and vocational schools on the job demands - resources model, it was predicted that job resources act as buffers and diminish the negative relationship between pupil misbehavior and work engagement. In addition, using Conservation of Resources Theory, the authors hypothesized that job resources particularly influence work engagement when teachers are not confronted with high levels of pupil misconduct. The study results proved that in particular, supervisor support, innovativeness, appreciation and organizational climate were important job resources that helped teachers cope with the demanding interactions with students. This study focused on how adequate the resources were and whether adequate resources were a key driver of employee engagement at Airtel Uganda in particular. The researcher noted during the study that resources as a whole are key drivers of employee engagement. However there are numerous resources depending on the job position one holds. In this study, the researcher focused on staff transport in the field plus to and from office, communication tools, accommodation and equipment. The resources provided by the organization should suit the nature of job and support the end results. According to the findings, employees have been provided with numerous resources according to the job requirements however clear communication about this implementation is lacking. Employees should have clear policies and processes on how resources especially accommodation and transport are distributed among employees

2.3 Work Life Balance and Employee Engagement

Crooker, Smith and Tabak (2002) defines work-life balance as the stability characterized by the balancing of an individual's life complexity and dynamism with environmental and personal resources such as family, community, employer, profession, geography, information, economics, personality, or values. According to Guest (2002), operationalisation of work life balance has become a challenge mainly due to differences in how work life balance is conceptualised. Crooker, Smith and Tabak (2002) operationalizes work-life balance in relation to life complexities and dynamics, environmental resources, resource accessibility, personality differences and values. Guest (2002) identifies the determinant of work-life balance at two levels; organizational level (which includes work demands, work culture, family demands and family culture) and individual factors (which includes personality, work orientation, energy, personal control and coping, gender, age and life and career stages). Objective definitions of work-life balance have considered the number of hours spent at each domain also as a determinant (Sverko, et. al., 2002). Therefore, it can be identified that the level of work-life balance has often been determined in relation to demands, support and culture of each life domain, personality differences and demographic factors.

Studies on work-life balance often concentrate only on the two domains, work and family. At the same time work and family have often been considered as two sides of the same coin having a zero sum game (Eikhof, Warhurst & Haunschild, 2007). It has often been neglected that both work and family can contribute significantly on the overall life satisfaction. Bird (2003) argues that work-life balance should essentially be concentrated on the four aspects; work, family, self, and social, because an individual's life satisfaction goes beyond work and family. At the same time, an individual's work-life balance requirements change over time. There is no perfect, one-size balance that fits all, given the differences in individual values and priorities (Bird, 2003;

Guest, 2002). Hence this study looked at work-life balance with a wider perspective considering all four domains; work, family, self and social, while evaluating the possible impact, an individual's work-life balance experience can have on his or her level of employee engagement in a Ugandan context and more specifically at Airtel.

Amarakoon and Wickramasinghe (2009) argued that value priorities of employees have changed overtime from material goals (physical sustenance and safety) to postmodern values emphasizing on self-expression and quality of life. Changes in demographic trend with increased participation of women in paid work and two earner families, suggest that work – life balance is becoming an increasingly important issue and employees continue to demand their employers to enable them in achieving a better work- life balance. Furthermore, Amarakoon and Wickramasinghe (2009) confirm that a recent worldwide staff survey on IBM employees showed that 73% of employees valued the work – life that IBM gives them, compared with 49% three years ago. Support for work – life balance has also become a way of enhancing corporate image and attracting or retaining best talent.

Similarly, Crooker, Smith and Tabak (2002) defines work life balance as the stability characterized by the balancing of an individual's life complexity and dynamism with environmental and personal resources such as family, community, employer, profession, geography, information, economics, personality or values. Accordingly, a relationship between work –life balance and work demands is that work contributes to both individual and organizational gains ranging from better health, higher job satisfaction, to higher levels of productivity, involvement and commitment (Perrine, 2007).

Armstrong (2009) argues that work life balance employment practices are concerned with providing scope for employees to balance what they do at work with the responsibilities and interests they have outside work and so reconcile the competing claims of work and home by meeting their own needs as well as those of their employers. There should be a balance between an individual's work and their life outside work, and that this balance should be healthy. Armstrong further suggests that individual requests for particular working arrangements need to be considered on a case -by -case basis, but it is important for a culture to exist that doesn't discourage employees from making such request. Line management will need to be convinced that work - life balance measures are important and pay off in terms of increased engagement. Armstrong (2009) also states that having Flexible working hours is considered as the most practical solution to establishing work life balance and it covers part time working, compressed working weeks, annualized hours, job sharing and term time plus special leave.

Third pillar of Health Limited (2012), observed that if our work and home life are happy and fulfilling our outlook becomes more positive. Where we feel over whelmed in one facet of our lives, it tends to quickly translate to unhappiness in other aspects of our life. Achieving a culture where staff can make a positive contribution to all aspects of life should be a key target for any organization.

This study clearly indicated that work life balance within employees is a great driver to their engagement. The literature guides on the focus taken up by the different organizations on how to implement work life balance. However, a few hitches were noted. This is why the researcher is mainly focused on Leave (Annual, compassionate, study, maternity or paternity) and working hours (weekends, public holidays, night shift, evening workload or normal work shift). From the study, employees are happy with their working hours except the few people in the field since

their targets guide their working schedules. Leave policy is 25 working days and each employee must take at least 15 of annual leave within the year. There are other types of leave available; compassionate, maternity, paternity, study.

2.4 Employee Training and Employee Engagement

Armstrong (2009) argues that work itself can create job satisfaction leading to intrinsic motivation and increased engagement. This involves interesting and challenging work, responsibility (feeling that the work is important and having control over one's own resources), autonomy(freedom to act), scope to use and develop skills and abilities, and opportunities for advancement. It is also important to note that when setting up new work systems or jobs, the strategy should include provision for guidance and advice along the lines to those responsible for such development. The line managers make the greatest impact on the levels of engagement arising from the design of work systems or jobs, on a day – to – day basis. Therefore, the strategy should include arrangements for educating them as part of a leadership development programme in the importance of good work and job design.

Armstrong (2009) also notes that most people want to get on and improve their personal growth, the value of continuous, ongoing training and development. Learning is a satisfying and rewarding experience and makes a significant contribution to intrinsic motivation. As highlighted by Armstrong (2009), Aiderfer (1972) emphasized the importance of the chance to grow as a means of rewarding people. The opportunity to grow and develop is a motivating factor that has a direct impact on engagement, when it is an intrinsic element of the work. He goes ahead to highlight Sloman (2003) who believes that discretionary learning should be encouraged because it takes place when individuals actively seek to acquire the knowledge and skills that promote the organization's objectives.

According to Alongi and Obrzut (2009), the combination of basic skills, critical thinking skills and life skills with competency in utilizing resources, using information, working with others, understanding systems and working with technology and other skills are necessary in the work place. The technology literacy is key because the knowledge and skills in using contemporary information, communication and learning technologies in a manner necessary for successful lifelong learning is critical for the business day-to-day running.

Swanberg, Jacqueline, James and Ojha (2008) argue that employee engagement starts with hiring people who are the right fit for the job and who can work the available hours. Most employees want to succeed, yet it is difficult to find people with the exact skills necessary for the job. It is thus important to consider the personality styles needed in positions. For example, an employee who thrives on interaction with people is best suited for jobs that require building relationships with the customers rather than solely stocking shelves.

In today's dynamic world, there is need to have flexible learning abilities that drive the challenging work environment. Therefore, from the researcher's analysis of literature reviewed by various authors, a variety of opinions were given but with no conclusive remarks about the contribution of right skills and training fit and their contribution to employee engagement at Airtel Uganda. In relation to the study, employees require skills training and right training in order to have their jobs done. This improves productivity for the organization, revenues and engagement is greatly realized. During the study, it was observed trainings have been provided to particular segments like managers and heads of department. The contributors have been left out in all the trainings, which has reduced their engagement.

2.5 Summary

From the literature reviewed in this chapter, it was clear that employees are the most valuable assets in any organization. They are the prime source of an organization's competitive advantage and this therefore calls for emphasis to be put on the contributors of employee engagement. Line managers ideally are responsible for the engagement of their employees. The several gaps highlighted in Herzberg's theory about hygiene and motivation factors, the different approaches used to create a working environment and the Path Goal theory plus the importance of the current literature significantly influenced the researcher to investigate the contribution of work place readiness to employee engagement at Airtel Uganda.

CHAPTER THREE

METHODOLOGY

3.0 Introduction

This chapter presents the methodology used in the study. It covers the research design, population of the study, area of study, sample size and selection, data collection methods and instruments, data analysis, and reliability/validity of the study instruments.

3.1 Research Design

The researcher used a cross sectional survey design to obtain data about workplace readiness and employee engagement. The cross sectional survey design was used to generate quantitative and qualitative descriptions of the contribution of work-place readiness to employee engagement and guide the researcher in using standard information by asking predefined questions about the study variables. This method was appropriate because it avoids biasness, it is cheap and you can collect data in a short time (Creswell, 2003, p. 153). This research design enabled the researcher to collect and analyze data for instance on workplace readiness and employee engagement from a relatively large number of different respondents a particular time as noted by Amin (2005). The qualitative technique was particularly used to supplement quantitative techniques. Both approaches were therefore used in this study.

Under this arrangement, the elements of biases and subjectivity from the different methods were minimized, given the fact that each research design compliments the other (Barifaijo, Basheka&Oonyu,2010).

3.2 Population of the Study

The population was 251 Airtel Uganda employees, who comprised Team Contributors (170), Supervisors, Team Leaders and Managers (25), Senior Managers (45) and Heads of Department (11). The team contributors were the operations team who were the majority in the organization. Supervisors, team leaders and managers were at the first level management who oversee the operational team. Senior managers were at second level management who strategise and drive the business and the heads of department at the strategic level of the organization, who think, create and make strategic decisions for the organization. It is from these subjects that data was collected in order to establish the contribution of workplace readiness to employee engagement in Airtel Uganda.

3.3 Sample Size and Selection

3.3.1 Sample size determination

The sample size selected in this study included the employees in these categories; Team contributors, Supervisors, Managers and Team Leaders, Senior Managers and Section heads, plus Heads of Department. The sample size was determined using the statistical tables of Morgan & Krejcie (1970) adopted by Barifaijoet al (2010) and Amin (2005).

Table 1: Sample size of each category of respondents from the organization

Category of respondents	PopulationSize(N)	Sample size	Techniques
Team Contributors	170	118	Simple Random Sampling
Supervisors, Managers & Team Leaders	25	24	Simple Random Sampling
Senior Managers	45	40	Simple Random Sampling
Heads of Department	11	11	Purposive Sampling
Total	251	192	

Source of data is Airtel Hr. Report (2012)

Table 1 shows how the sample was selected. Out of a study population of 251 subjects, a sample of 192 respondents was selected. This included 118 team contributors, 24 supervisors, managers and team leaders, 40 senior managers and 10 heads of departments.

3.3.2 Sampling Techniques and Procedures

The researcher used both non-probability and probability sampling methods (Mugenda et al, 1999:43-44). Simple random sampling was used to select the team contributors, supervisors, managers, team leaders, and senior managers who were grouped into males and females. This helped the researcher to avoid bias. Purposive sampling was used to select the heads of department because their input was vital due to the wealth of experience they had gained in these positions. Therefore, they were selected as key informants with vast knowledge about the subject of research.

3.4 Data collection Methods

The study used both quantitative and qualitative methods of data collection (Amin 2005).

3.4.1 Questionnaire survey

Questionnaires are commonly used to obtain important information about a population (Mugenda, 2003). A structured questionnaire was given to the team contributors, team leaders, managers and supervisors. The questioning method helped in the generation of constructive data and enabled the coverage of large samples (Sekaran, 2000).

3.4.2 Interviews

The researcher used a semi structured interview guide to get data from the key informants who included senior managers and heads of departments. To obtain accurate information through

interviews, the researcher ensured maximum co-operation from respondents by communicating the purpose of the study clearly. Amin (2005) stresses that for the interview to be conducted, the information must be accessible to the respondents, the respondents should be able to play the role of a respondent and he/she should be motivated to participate in the interview.

3.5 Data Collection Techniques

The study involved the use of various instruments of data collection according to the particular type of information needed for collection (Mugenda et al, 1999). The researcher used the instruments presented and discussed in the following sub sections.

3.5.1 Questionnaires

The researcher administered the questionnaires herself to the team contributors, supervisors, managers, team leaders, senior managers and section heads and gave a maximum of three weeks to pick them from respondents. Each item in the questionnaire was developed in order to address a specific objective of the study. Questioning method helped in the generation of constructive data and enabled the coverage of large samples.

3.5.2 Interview guide

The interview guide was structured according to the variables and the objectives of the study. The use of interview guide helped the researcher to generate more information with greater in-depth on the various questions asked (Mugenda&Mugenda, 1999).The Interview guide also made it possible for the researcher to get the data to enrich what was captured using the questionnaire.

3.5 Validity and Reliability

Validity and reliability were used to check the quality of the instruments used.

3.5.1 Validity

The researcher tested the validity of the data collection instruments to ascertain how appropriate the instruments addressed the variables under study (Muís, Sakran&Biaggi, 2002). The questionnaire and semi-structured interview schedule were given to the supervisors to comment about the relevancy, difficulty, content and vagueness of the questions so that the researcher was guaranteed that the instruments solicited the right and useful data for analysis as Amin (2005) suggests. Upon receiving comments from the supervisors, the researcher computed a content validity index (CVI). She then compared it with the recommended acceptable validity index of 0.7 and above as Amin (2005) suggests. The following formula was used to compute the CVI.

$$\text{CVI} = \frac{\text{Number of items rated relevant}}{\text{Total number of items}}$$

The following were the results.

Table 2: Validity of the questionnaire

Raters	Items rated relevant	Items rated not relevant	Total
Rater 1	30	6	36
Rater 2	28	8	36
Total	58	14	72

The CVI was .806, which was above the .70 criteria for considering an instrument suitable for data collection. Thus, the questionnaire was considered valid (Amin 2005).

3.5.2 Reliability

The questionnaire was pilot tested on 20 respondents from Warid a similar organization like Airtel to assess the reliability. According to (Mugenda, 2003), reliability can be determined using the Cronbach's alpha coefficient, which regarded as the most appropriate. Results are presented in the following table.

Table 3: Reliability of the questionnaire

Variable	Alpha	No. of items
Resources	.769	13
Work-life balance	.706	8
Training	.844	7
Employee engagement	.891	8

Only variables scoring from 0.70 and above were considered; implying that the items correlate highly among themselves (Amin 2005).

3.6 Procedure of Data Collection

The researcher obtained an introductory letter from Uganda Management Institute and took it to Airtel Uganda HR to carry out the research. Consent to carry out the research was sought from the Human Resource Director since staff engagement was a key objective in the department. The researcher then proceeded to the field to collect data. Respondents gave their consent to participate in the study before they were given the self-administered questionnaire. It was estimated that the data collection would be conducted for 1 - 2 months. Confidentiality was strongly emphasized to make sure a good number of respondents objectively completed the questions. The researcher then collected the data herself and checked the questionnaire to find out if they were well filled.

3.7 Data Analysis

The researcher use both qualitative and quantitative methods of data analysis.

3.7.1 Qualitative data analysis

According to Amin (2005), qualitative data analysis involves the use of words in order to describe the patterns, trends and relationships that exist in the information gathered. Content analysis for the qualitative information was done manually. Editing was done to ensure that there was no missing information. Content analysis was done where key questions from the basis for grouping data. Qualitative data was used to describe the contribution of work place readiness to the employee engagement at Airtel. Data analysis was done during and after collection. Leech and Onwuegbuzie (2007) emphasize that qualitative data obtained through the use of the interviews, observation and document review should be thoroughly reviewed, sorted, classified and categorized into themes. Relevant quotations were identified and presented as findings. Presentation of the above qualitative results was made in verbatim statements to support findings from the quantitative analysis.

3.7.2 Quantitative Data analysis

The quantitative data collected by the researcher through questionnaires was edited for completeness, accuracy, uniformity and comprehensiveness. It was converted into numerical codes and analyzed with the help of Statistical Package for Social Scientists (SPSS) version 12.0 (for windows) computer aided program because of its simple usability. According to Mugenda and Mugenda (1999), data was analyzed by way of descriptive statistics (such as frequencies and percentages) and inferential statistics (such as Pearson product moment correlations and coefficient of determination) to test for the relationships between the independent and dependent variables. The presentation of the above quantitative results was done using tables.

3.8 Measurements of Variables

The measurement scales that were used included nominal and ordinal scales. The nominal scale accompanied questions about background information. The ordinal scale, which in this was the likert scales, accompanied questions about the study variables. The scale comprise of maximum of 5 response categories (that is 1 = Strongly Agree, 2= Agree, 3 = Neutral, 4= Disagree, 5= Strongly Disagree).

CHAPTER FOUR

PRESENTATION, ANALYSIS AND INTERPRETATION OF RESULTS

4.0 Introduction

This chapter presents the analysis and interpretation of the results. It is divided into four major sections. The first section presents results about the response rate. The second section presents results on Airtel employees' background information. The third section presents results on the contribution of resources to the employee engagement at Airtel Uganda. The fourth section presents results on the contribution of work-life balance to the employee engagement at Airtel Uganda. The fifth section presents results on the contribution of training to the employee engagement at Airtel Uganda.

4.1 Response Rate

The percentage of people who respond to a survey is called the response rate (Hamilton, 2003). This rate should not be left to chance because it is important. High survey response rates ensure that survey results are representative of the target population. A survey must have at least 50% response rate in order to produce accurate, useful results (Nulty, 2008). In this study, the sample was 192 Airtel employees but managed to get 113. The break down is shown in the following table 4.

Table 4: Response rate

Title	Sampled size	Responses	Percentage
Team Contributors	118	66	56%
Supervisors, Managers & Team Leaders	24	15	63%
Senior Managers and Section Heads	40	26	65%
Heads of Department	11	6	55%
Total	192	113	59%

Source: Data from field

Nulty (2008) considers an acceptable response rate of 50% as adequate and 60% as good. The response rate 59% in this research was acceptable. Therefore, the results were considered **representative** of what would have been obtained from the population.

4.2 Airtel employees' Background Information

Airtel employees were asked about their gender, education level, tenure at the company and age. Findings are presented in the following sub sections.

4.2.1 Airtel employees' age

Airtel employees were asked about their age. Findings are presented in Table 5.

Table 5: Findings about Airtel employees' age

Age of Airtel employees	Frequency	Percent
21-30 years	73	64.6
31-40 years	37	32.7
41-50 years	3	2.7
Total	113	100.0

Source: Data from field

Findings show that most Airtel employees 73 (64.6%) who participated in the study were aged 21-30 years. Thus, the implication of these findings is that information about workplace readiness to employee engagement at Airtel Uganda obtained from the sample that participated in this study was not biased by age of the Airtel employees. In other words, views obtained about the contribution of work place readiness to employee engagement from the sample were representative of those employees of the various age categories

4.2.2 Gender of Airtel employees

Airtel employees were asked about their gender. Findings are presented in Table 6.

Table 6: Findings about gender of Airtel employees

Gender of Airtel employees	Frequency	Percent
Male	75	66.4
Female	38	33.6
Total	113	100.0

Source: Data from field

Findings show that more males Airtel employees 75 (66.4%) participated in the study compared to the proportion of female Airtel employees. This was attributed to the fact that male employees are dominant at Airtel and it is expected that when a study is conducted out, one is likely to have more male participants compared to female participants. The imbalance does not affect the organization's objectives. Thus, the implication of these findings is that information about workplace readiness and employee engagement at Airtel Uganda obtained from the Airtel sample of employees that participated in this study was not gender biased. Thus, gender bias did not distort the findings about the work place readiness and its contribution to employee engagement.

4.2.3 Marital status of Airtel employees

Airtel employees were asked about their marital status. Findings are presented in Table 7.

Table 7: Findings about marital status of Airtel employees

Marital status of Airtel employees	Frequency	Percent
Married	53	46.9
Single	58	51.3
Widowed	1	.9
Separated	1	.9
Total	113	100.0

Source: Data from field

Findings show that 58 (51.3%) of Airtel employees who participated in the study were single while almost a similar 53 employees (46.9%) were married. Thus, the implication of these findings is that information about workplace readiness to employee engagement at Airtel Uganda obtained from the Airtel sample of employees that participated in this study was not biased by

marital status. Thus, marital status did not distort the findings of the study. Marital status affects the work life attribute of the employee engagement according to the findings.

4.2.4 Airtel employees' education

Airtel employees were asked about their education. Findings are presented in Table 8.

Table 8: Findings about education level of Airtel employees

Education level of Airtel employees	Frequency	Percent
Diploma	12	10.6
Degree	77	68.1
Masters	21	18.6
Others	3	2.7
Total	113	100.0

Source: Data from field

Findings according to table 8 show that all Airtel employees 113 (100%) who participated in the study had at least a diploma level of education. This is attributed to the fact that Airtel employs people with at least a diploma level of education. Thus, the implication of these findings is that the education background of the Airtel employees did not bias the information about workplace readiness to employee engagement at Airtel Uganda obtained from the sample that participated in this study.

4.2.3 Years of Airtel employees working with the organization

Airtel employees were asked about their years of working with the organization. Findings are presented in Table 9. Table 9, includes the Tenure of Airtel and the number of employees that tally. It runs from 0 - 1 year to 7 years and above with a range of one year apart.

Table 9: Findings about tenure of Airtel employees

Tenure of Airtel employees	Frequency	Percent
0-1 year	42	37.2
2-3 years	29	25.7
4-5 years	28	24.8
6-7 years	8	7.1
over 7 years	6	5.3
Total	113	100.0

Source: Data from field

Findings show that most of the Airtel employees totaling to 71 (over 60%) who participated in the study had worked with the Airtel for more than two years. Very few Airtel employees 42 (37.2%) had worked for it less than two years. This implies that most of the Airtel employees had been around for some time to be conversant with the issues the study sought to obtain information about. Therefore, the Airtel employees who participated in this study provided dependable information about the rewards and employee engagement at Airtel Uganda. It was noted that the long the employees stay, the more complex their demands are because they feel part of the business' growth, this affects engagement.

Research Question Number One:

4.3 Resources and Employee Engagement at Airtel

4.3.1 Descriptive results about resources at Airtel

In order to measure resources, four indicators were used and these included transport, communication, accommodation and equipment. A hundred and thirteen (113) 100% Airtel employees were requested to respond using a five-point Likert scale: "Strongly disagree", "Disagree", "Not sure", "Agree", and "Strongly agree" to 13 items about resources as shown in Table 10. The items are presented in the first column of Table 10 and the proportion of Airtel employees to the responses on each of the items is presented in form of frequencies and percentages in columns 2 to 6. The last column presents the total percentage of Airtel employees

on each of the items. The analysis and interpretation of the findings about resources follows the presentation of findings in Table 10.

Table 10: Findings about resources

1	2	3	4	5	6	7
Items about transport						
1. Airtel provides me with transport during field work	44 (39%)	44 (39%)	11 (10%)	6 (5%)	8 (7%)	113 (100%)
2. I intend to stay with Airtel for long because am provided with transport	14 (12%)	36 (32%)	31 (27%)	17 (15%)	15 (13%)	113 (100%)
3. At times my transport bills are not footed by Airtel	18 (16%)	27 (24%)	24 (21%)	14 (12%)	30 (27%)	113 (100%)
4. I always come to work because am provided with transport	12 (11%)	20 (17%)	12 (11%)	26 (23%)	43 (38%)	113 (100%)
5. The fuel I receive is enough to facilitate my work	48 (42%)	20 (18%)	12 (11%)	11 (10%)	22 (19%)	113 (100%)
Items about communication						
6. It is because of the airtime am given that I still work for Airtel	21 (19%)	25 (22%)	31 (27%)	17 (15%)	19 (17%)	113 (100%)
7. The airtime I get is worth the work I do	29 (26%)	37 (33%)	17 (15%)	22 (19%)	8 (7%)	113 (100%)
8. I am given very little airtime	6 (5%)	19 (17%)	14 (12%)	37 (33%)	37 (33%)	113 (100%)
Items about accommodation						
9. Airtel provides me with accommodation in the field	22 (19%)	23 (20%)	28 (25%)	11 (10%)	29 (26%)	113 (100%)
10. The accommodation which airtel provides is what keeps me in the company	6 (5%)	3 (3%)	28 (25%)	23 (20%)	53 (47%)	113 (100%)
Items about equipment						
11. A computer / laptop is provided in order to meet my targets	43 (38%)	24 (21%)	6 (5%)	7 (6%)	33 (29%)	113 (100%)
12. A phone handset is provided in order to run my role	40 (35%)	19 (17%)	10 (9%)	15 (13%)	29 (26%)	113 (100%)
13. There is stationery to support my role	50 (44%)	27 (24%)	5 (4%)	6 (5%)	25 (22%)	113 (100%)

Source: Data from field

Key: SD = Strongly agree, D = Disagree, NS = Not sure, A = Agree, SA = Strongly agree

To analyze the findings, Airtel employees who strongly disagreed and those who disagreed were combined into one category of Airtel employees who “objected” the items. In addition, Airtel employees who strongly agreed and those who agreed were combined into another category of Airtel employees who “concurred” with the items. Thus, three categories of Airtel employees were compared, which included “Airtel employees who “objected the items”, “Airtel employees who were “not sure about the items” and Airtel employees who “concurred with the items”. Interpretation was then drawn from the comparisons of the three categories as shown in the following paragraph.

Transport

Table 10 shows the findings regarding transport. Results show that majority of Airtel employees concurred with the three items, which were; 'Airtel provides me with transport during field work'; 'I intend to stay with Airtel for long because am provided with transport' and 'the fuel I receive is enough to facilitate my work'. On the other hand, few respondents objected these items or indicated not being sure with these items. A comparison on these items shows that the percentage of Airtel employees that objected ranged from 12% to 29% while the percentage that were not sure ranged from 10% to 27% compared to the percentage of those that concurred ranged from 44% to 78%. From these comparisons, it can be seen that the range of percentages that objected and were not sure are lower compared to the range of percentages that concurred. Findings show that Airtel provides most of its employees with transport during fieldwork, most employees intended to stay with Airtel for long because of transport provided and the fuel employees received was enough to facilitate their work. Also the range of staff who are not sure is significant which means communication about transport facilitation is not cross the organization. The researcher also noted that the number of people who are negatively affected are great impact to the current engagement levels.

However, findings show that fewer Airtel employees concurred with one item (that is I always come to work because am provided with transport) compared to Airtel employees who objected this item and Airtel employees were not sure with this item. For example, it is shown that the number of Airtel employees that objected was 69 that is 61%, which was higher the number that were not sure 12 that is (11%) and the number of that concurred 32 thus (28%). From the analysis, it is interpreted that the findings showed fewer employees came to work because of transport provided to them. In other words, transport was not a resource to compel most

employees to come to work. This mean with or without transport provided by the company to work, the employees would still be engaged to their work.

Lastly, findings on one item (that is; At times my transport bills are not footed by Airtel) show that the percentage of the Airtel employees who concurred was almost equal to the percentage of Airtel employees who objected the item while very few Airtel employees were not sure with it. For example, it is shown that the percentage of Airtel employees that objected was 39% (34 employees), the percentage of Airtel employees that were not sure was 21% (24 employees) while the percentage that concurred was 40% (45 employees). Thus, from this analysis, the following is the interpretation. Findings show that Airtel footed transport bills for a lower number of its employees and is a large risk in affecting employee engagement.

From the findings, it shown that transport as a resource to Airtel employees was fairly satisfactory. This is because the responses of the employees to some of the items were favorable while that to other items were unfavorable.

Communication

Findings regarding communication in Table 10 show that most Airtel employees concurred with one item (that is; the airtime I get is worth the work I do) compared to Airtel employees who objected this item and Airtel employees who were not sure with this item. For example, it is shown that the percentage of Airtel employees that concurred was 59% (that is 66 employees), which was a higher percentage than those who were not sure 15% (17 employees) and the percentage of those that objected 26% (30 employees). Thus, from this analysis, the following is interpreted. Findings show that the airtime Airtel employee got was worth the work most of them

did. The organization fully supports the employees with airtime to communicate to different work stake holders and meet their targets.

However, findings show that fewer Airtel employees concurred with one item (that is “ I am given very little airtime) compared to Airtel employees who objected this item and Airtel employees were not sure with this item. For example, it is shown that the percentage of Airtel employees that objected was 66% (74 employees), which was higher than the percentage of those who were not sure 12%(14 employees) and the percentage of those that concurred 22% (25 employees). Thus, from this analysis, the following is the interpretation. Findings show that majority of Airtel employees were given adequate airtime.

Lastly, findings on one item (whichis; it is because of the airtime am given that I still work for Airtel) show that the percentage of the Airtel employees who concurred was almost equal to the percentage of Airtel employees who objected the item and to the percentage of Airtel employees that were not sure with the item. For example, it is shown that the percentage of Airtel employees that objected was 32% (36 employees), the percentage of Airtel employees that were not sure was 27% (31 employees) while the percentage that concurred was 41% (46 employees). Thus, from this analysis, the following is the interpretation. Findings show that approximately a third of the Airtel employees still worked for the company because of the airtime they were given while airtime given to approximately a third of the employees was not the reason they still worked for the company. This shows that employees engagement is not driven by the airtime given by Airtel, employees would still be engaged without the airtime.

From the findings, it shown that communication as a resource to Airtel employees was satisfactory. This is because the responses of the employees to most of the items were favorable while a few items need action in order to improve on the engagement.

Accommodation

Findings regarding accommodation show that fewer Airtel employees concurred with the the item that accommodation that is provided keeps them in the company compared to Airtel employees who objected this item and Airtel employees were not sure with this item. For example, it is shown that the percentage of Airtel employees that objected was 67% (76 employees), which was a higher percentage compared to those that were not sure 25% (28 employees) and to those that concurred 8% (9 employees). Thus, from this analysis, the following is the interpretation. Findings show that the accommodation which Airtel provided does not contribute to the employee engagement per say.

Lastly, findings on one item which is Airtel provides me with accommodation in the field show that the percentage of the Airtel employees concurred was almost equal to the percentage of Airtel employees who objected the item and to the percentage of Airtel employees that were not sure with the item. For example, it is shown that the percentage of Airtel employees that objected was 36% (40 employees), the percentage of Airtel employees that were not sure was 25% (28 employees) while the percentage that concurred was 39% (45 employees). Thus, from this analysis, the following is the interpretation. Findings show that approximately a third of the Airtel employees were provided with accommodation in the field while approximately a third of the Airtel employees were not provided with accommodation in the field.

From the findings, it shown that accommodation as a resource to Airtel employees was fairly satisfactory. This is because the responses of the employees to some of the items were favorable while that to other items were unfavorable.

Equipment

Findings regarding equipment show that most Airtel employees concurred with all the three items under equipment. These included; ‘a computer / laptop is provided in order to meet my targets’, ‘a phone handset is provided in order to run my role’ and ‘there is stationery to support my role’, compared to employees who objected these items and those who were not sure with these items. A comparison of these items showed that the percentage of Airtel employees that objected ranged from 27% to 39% that is between 31 and 44 employees while the percentage that were not sure ranged from 4% to 9% that is between 5 and 10 employees. The percentage of employee that concurred ranged from 52% to 68%, which is to say between 59 to 77 employees. From these comparisons, it can be seen that the range of percentages that objected and were not sure are lower compared to the range of percentages that concurred. From the findings, it is clear all majority of the employees are happy with the equipments provided to run their roles and as such contributes to their engagement.

From the findings, it showed that equipment as a resource to Airtel employees was satisfactory. This is because the responses of the employees to all the items were favourable.

Findings obtained using questionnaire show that some resources are provided but are not adequate. Interview findings shade more light on the resources at Airtel that were supportive. For example, key informants were asked about what they had to comment on resources such as transport, communication accommodation, and equipment given to Airtel staff. A head of one of

the departments responded thus, *“Resources are not that bad. This is because at least certain bills like medical care are covered by the company though even transport would be better if covered by the company (interview held on 5th February 2013)”*. From this key informant, what relates to this study is transport for which the key informant emphasized that it was not provided to staff. In support of the head of department X, senior manager A had this to say,

“Much as Airtel provides transport, it is not adequate for all the employees. Hence, of the employees tend to use their own means to achieve success of the company’s business. Secondly, it is not fair that some people have laptops while others that need to use them do not have”

This shows that resources are not equally distributed among employees at Airtel. Where some employees had benefited, others had not. The response of another senior manager B was as follows, *“Currently, there is a mileage system but fuel is allocated on a weekly basis. I was particularly affected in that I asked for fuel to run company activities but the money was later deducted off my salary. I did not like this”*. This interview further confirms inadequacy in resources provided to staff to execute company business and a penalty in case an employee improvised and incurred a cost to the company. A head of another department had this to say about training as a resource, *“Team building activities are lacking. This needs to be planned and executed (Interview held on 6th February 2013)”*. This also emphasizes work life balance amongst employees.

4.3.2 Descriptive statistics results about employee engagement at Airtel

Airtel employees responded to eight items about employee engagement by indicating their agreement using a five-point Likert scale. The items are presented in the first column of Table 11 and the proportion of Airtel employees to the responses on each of the items is presented in form of percentages in columns 2 to 6. The last column presents the total percentage of Airtel

employees on each of the items. The analysis and interpretation of the findings follows the presentation of findings in Table 11.

Table 11: Findings about employee engagement

1	2	3	4	5	6	7
Items about employee hygiene factors	SA	A	NS	D	SD	Total
1. The company provides good physical working conditions	39 (35%)	52 (46%)	7 (6%)	12 (11%)	3 (3%)	113 (100%)
2. The company clearly stipulates the policies & procedures	52 (46%)	44 (39%)	6 (5%)	6 (5%)	5 (4%)	113 (100%)
3. I am satisfied with the remuneration	6 (5%)	43 (38%)	27 (24%)	31 (27%)	6 (5%)	113 (100%)
4. I receive other benefits like Medical, and Insurance from the company	65 (58%)	35 (31%)	3 (3%)	3 (3%)	7 (6%)	113 (100%)
Items about employee motivation factors						
5. I am recognized when the targets are met	45 (40%)	45 (40%)	8 (7%)	10 (9%)	5 (4%)	113 (100%)
6. My role is meaningful to the organization	53 (47%)	47 (42%)	6 (5%)	1 (1%)	6 (5%)	113 (100%)
7. I have many promotional opportunities	28 (25%)	31 (27%)	30 (27%)	14 (12%)	10 (9%)	113 (100%)
8. My role is accountable to any organization decision	39 (35%)	43 (38%)	23 (20%)	4 (4%)	4 (4%)	113 (100%)

Source: Data from field

Key: SD = Strongly agree, D = Disagree, NS = Not sure, A = Agree, SA = Strongly agree

Employee hygiene factors

Findings regarding employee hygiene factors show that majority of Airtel employees concurred with three items (that is; the company providing good physical working conditions, the company clearly stipulating the policies & processes and any other benefits received) compared to Airtel employees who objected these items and Airtel employees were not sure with these items. A comparison on these items shows that the percentage of Airtel employees that objected ranged from 9% to 14% (10 to 15 employees) while the percentage of those that were not sure ranged

from 3% to 6% (3 to 7 employees) and the percentage of those that concurred ranged from 81% to 89% (91 to 100 employees). From the findings, one can analyze and interpret that Airtel provides good physical working conditions, clearly stipulates the policies and procedures for most of its employees and most employees receive other benefits like Medical and Insurance from the company.

Lastly, findings on an item that one is satisfied with remuneration show that the percentage of the Airtel employees concurred was almost equal to the percentage of Airtel employees who objected the item and to the percentage of Airtel employees that were not sure with the item. For example, it is shown that the percentage of Airtel employees that objected was 32% (37 employees), the percentage of Airtel employees that were not sure was 24% (27 employees) while the percentage that concurred was 43% (49 employees). From this analysis, the following is interpreted. Findings show that approximately a third of the Airtel employees were satisfied with the remuneration while approximately a third of the Airtel employees were unsatisfied with the remuneration.

Thus, generally these findings show that employee hygiene factor were satisfactory. This is because the responses of the employees to most of the items were favorable while that to one item they were unfavorable.

Employee motivation factors

Findings regarding employee motivation factors show that fewer Airtel employees concurred with all the four items (which are recognition when one meets their targets, meaningful role to the organization, promotional opportunities and accountability) compared to Airtel employees who objected these items and Airtel employees were not sure with these items. A comparison on

these items shows that the percentage of Airtel employees that objected ranged from 6% to 21% (7 to 24 employees) while the percentage of those that were not sure ranged from 5% to 27% (6 to 30 employees) and the percentage of that concurred ranged from 52% to 89% (59 to 100 employees). From these comparisons, it can be seen that the range of percentages that objected and those that were not sure are lower compared to the range of percentages that concurred. Thus, from this analysis, the following is the interpretation. Findings show that most employees were recognized when the targets were met, their roles were meaningful to the organization, had many promotional opportunities and their roles were accountable to any organization decision.

Thus, these findings generally show that employee motivation factor were satisfactory. This is because the responses of the employees to all items were favorable.

4.3.3 Testing first hypothesis

The first hypothesis stated, “*There is a positive relationship between resources and employee engagement*”. Spearman rank order correlation coefficient (*rho*) was used to determine the strength of the relationship between resources and employee engagement. The coefficient of determination was used to determine the effect of resources on the employee engagement. The significance of the coefficient (*p*) was used to test the hypothesis by comparing *p* to the critical significance level at (0.05). This procedure was applied in testing the other hypotheses and thus, a lengthy introduction is not repeated in the subsequent section of hypothesis testing. Table 12 presents the test results for the first hypothesis.

Table 12: Correlation between resources and employee engagement

	Resources
Employee engagement	$rho = .320$ $rho^2 = .102$ $p = .001$ $n = 113$

Source: Data from field

Findings show that there was a weak positive correlation ($\rho = .320$) between resources and employee engagement. Since the correlation does not imply causal-effect as stated in the first objective, the coefficient of determination ($\rho^2 = .102$), which is a square of the correlation coefficient, was computed and expressed as a percentage. This was done in order to determine the variance in employee engagement that can be attributed to resources. Thus, findings show that resources accounted for 10.2% variance in employee engagement. These findings were subjected to a test of significance (p) and it is shown that the significance of the correlation ($p = .001$) which is less than the recommended critical significance at 0.05. Thus, the effect was significant. Because of this, the hypothesis “*There is a positive relationship between resources and employee engagement*” was accepted.

The implication of these findings is that resources had a significant effect on employee engagement at Airtel Ltd. The positive nature of the correlation implied that the change in resources and employee engagement was in the same direction whereby improvement in resources was related to improvement in employee engagement and vice versa.

Research Question Number Two

4.4 Work-life balance and Employee Engagement at Airtel

Before testing the second hypothesis, descriptive results (percentages) relating to work-life balance were presented, analyzed and interpreted. Findings are presented in the following subsection.

4.4.1 Descriptive statistics results about work-life balance

Airtel employees were requested to respond using a five-point Likert scale: “Strongly disagree”, “Disagree”, “Not sure”, “Agree”, and “Strongly agree” to eight items about work-life balance as shown in Table 13. The items are presented in the first column of Table 13 and the proportion of Airtel employees to the responses on each of the items is presented in form of frequencies and percentages in columns 2 to 6. The last column presents the total percentage of Airtel employees on each of the items. The analysis and interpretation of the findings about work-life balance follows the presentation of findings in Table 13.

Table 13: Findings about work-life balance

1	2	3	4	5	6	7
Items about work-life balance	SA	A	NS	D	SD	Total
1. I want to leave because of working late hours	4 (4%)	8 (7%)	12 (11%)	34 (30%)	55 (49%)	113 (100%)
2. Working late disorganizes me	11 (10%)	28 (25%)	18 (16%)	30 (27%)	26 (23%)	113 (100%)
3. Working late is too boring	9 (8%)	21 (19%)	28 (25%)	31 (27%)	24 (21%)	113 (100%)
4. Working over the weekend is the reason as to why I intend to leave	7 (6%)	9 (8%)	18 (16%)	25 (22%)	54 (48%)	113 (100%)
5. Working over the weekend demotivates me	10 (9%)	26 (23%)	16 (14%)	28 (25%)	33 (29%)	113 (100%)
6. Carrying work home demotivates me	14 (12%)	23 (20%)	13 (12%)	33 (29%)	30 (27%)	113 (100%)
7. I look forward to my annual leave	45 (40%)	35 (31%)	17 (15%)	8 (7%)	8 (7%)	113 (100%)
8. I take annual leave whenever I feel like.	9 (8%)	32 (28%)	20 (18%)	30 (27%)	22 (19%)	113 (100%)

Source: Data from field

Key: SD = Strongly agree, D = Disagree, NS = Not sure, A = Agree, SA = Strongly agree

Findings show that most Airtel employees concurred with one item “looking forward to my annual leave” compared to Airtel employees who objected this item and Airtel employees were not sure with this item. For example, it is shown that the percentage of Airtel employees that objected was 14% (16 employees), the percentage of Airtel employees that were not sure was 15% (17 employees) while the percentage that concurred was 71% (80 employees). Thus, from this analysis, findings show that most employees looked forward to their annual leave.

However, findings show that fewer Airtel employees concurred with six items. That is; 'leaving because of working late hours', 'working late disorganizes one', 'working late is too boring', 'working over the weekend is the reason one intends to leave' and 'carrying work home demotivates me', compared to Airtel employees who objected these items and Airtel employees were not sure with these items. A comparison on these items shows that the percentage of Airtel employees that objected ranged from 48% to 79% (55 to 89 employees) while the percentage that were not sure ranged from 11% to 25% (12 to 28 employees) and the percentage of that concurred ranged from 11% to 35% (12 to 39 employees).

From these comparisons, it can be seen that the range of percentages that objected was higher compared to the range of percentages that were not sure and the range of percentages that concurred. Thus, from this analysis, the following is the interpretation. Findings show that most employees did not have intentions to leave because of working late hours and working late did not disorganize most employees, neither was it perceived to be boring to them. In addition, it shows that working over the weekend was not the reason as to why most employees intended to leave and neither did it demotivate them. Furthermore, findings show that carrying work home did not demotivate most employees. This in conclusion shows that some employees are still engaged given the work schedules, it is only annual leave that significantly contributes to their engagement.

Lastly, findings on one item (that is I take my annual leave whenever I feel like) show that the percentage of the Airtel employees concurred was almost equal to the percentage of Airtel employees who objected the item and to the percentage of Airtel employees that were not sure with the item. For example, it is shown that the percentage of Airtel employees that objected was 46% (55 employees), the percentage of Airtel employees that were not sure was 18% (20

employees) while the percentage that concurred was 36% (41 employees). Thus, from this analysis, the following is the interpretation. Findings show that approximately a third of the Airtel employees who responded, a half of the employees did not take annual leave whenever they felt like and this has greatly affected their engagement levels.

Interview findings shade more light about work life balance at Airtel. Key informants commented on their workplace's work-life balance at Airtel. The comments fell into two main categories: the impact of high workloads on work-life balance and the lack of appreciation by management of extra hours worked. For example, a head of one department revealed the following during an interview:

“Management, especially Group management, does not appreciate/value hard work and extra hours by staff. The immediate manager may be excellent. However, management further up is happy to place completely unrealistic workloads on their staff. I do not mind working beyond the call of duty every now and then when various things converge and the pressure is on. But when I alerted a Group manager recently that I have been under undue pressure for several months, the response was “everyone’s busy!” This did not impress me much. I will think twice before going the extra mile now, as it is not appreciated”

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In support of the head of the views above, another Head of department had this to say:

“Deadlines are the main drivers for hours worked. One of the high-level managers has previously and on a number of occasions said how proud he is of working previous people in this position into the ground by insisting they work very long hours”

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The interview quote is evidence of limited support by some heads of department on work life balance which demoralizes the team members. It is worse off when the situation does not cut across the organization.

Many comments also referred to time on the job being valued rather than results. For example, head of department Z responded thus, *“Several of the more senior partners are more interested in rigid work hours than in the results and are vocal in their recriminations”*. Other less frequent comments related to lack of equity in access to work-life balance provisions, either because of different managers, different types of work, or different employee characteristics. This is shown in the following as a response of head of department U, *“There are instances when some people are stuck at work on weekends and public holidays to meet company needs yet for others they do work from home and meet both their needs and company needs. (Interview held on 7th February 2013)”*. Comments related to variation across departments and managers. For example, senior manager A had this to say, *“In parts of this organization work-life balance is possible, regardless of gender. In other parts of the business it isn’t readily available for anyone (interview held on 4th February 2013)”*. Another senior manager B was of the view that work-life provisions were only for parents as shown in the following

“Employees with children are given far more flexibility over their hours of work than employees without children. Why is it OK to have time off to attend a school play but not an afternoon exhibition opening, for example. Why is it that people with children often excuse themselves that they can’t work late because of the kids but those without are often expected to work additional hours?”

Thus, questionnaire findings generally show that work-life balance for most Aitel employees was satisfactory. This is because the responses of the employees to most of the items were favorable with the exception of annual leave taken . However, interview findings show that work life balance is unsatisfactory. Thus, it is concluded in this study that there are some aspects of work life balance that are conducive to the employees while some aspects are not. Work life balance is not uniformly distributed among employees as seen from the different responses. This leads to imbalance in the employee engagement.

4.4.2 Testing second hypothesis

The second hypothesis stated, “*There is no work life balance effect on the employee engagement*”. Spearman rank order correlation coefficient (ρ) was used to test the hypothesis.

Table 14 presents the test results.

Table 14: Correlation between work-life balance and employee engagement

	Work-life balance
Employee engagement	$\rho = .257$ $\rho^2 = .066$ $p = .006$ $n = 113$

Source: Data from field

Findings show that there was a weak positive correlation ($\rho = .257$) between work-life balance and employee engagement. The coefficient of determination ($\rho^2 = .066$) shows that work-life balance accounted for 6.6% variance in employee engagement. These findings were subjected to a test of significance (p) and it is shown that the significance of the correlation ($p = .006$) is less than the recommended critical significance at 0.05. Thus, the effect was significant. Because of this, the hypothesis “*There is no work life balance effect on the employee engagement*” was rejected.

Thus, the implication of the findings was that work-life balance had a significant effect on employee engagement at Airtel Uganda. The weak correlation implied that a change in work-life balance was related to a small change in employee engagement. The positive nature of the correlation implied that the change in work-life balance and employee engagement was in the same direction whereby improvement in work-life balance was related to improvement in employee engagement and vice versa.

Interview findings supported the positive relationship established from the quantitative data. Comments relating to this section fell into three main categories: the negative impact of high workload; the negative impact of workplace structures, conditions and administrative procedures, and not feeling valued or appreciated for extra effort. These comments show the problems related to poor engagement are within the control of the workplace, for example, workload, structures and processes, and valuing staff and showing recognition of extra effort. Relating to negative impact of high workload, one head of department responded thus,

Employees feel unproductive since they can no longer perform their job at a level which exceeds all expectations. This is because of the demand for long hours and no weekend off plus staff shortages(interview held on 5th February 2013).

Relating to “Not feeling valued by management and organization”, another head of department had this to say, “*Employees do go the extra mile to get the job done and do it to the best of their ability. It is just a shame that management does not appreciate it and this explains why employees lose interest in work*”’As for the head of yet another department, the following was the response:

“Some managers recognise extra effort, but not the organization. This is not enough to motivate employees to work given that the appreciation from the manager is in words but if the organization rewarded employees, there would be a difference”

Reward and recognition has been sighted as another way of engaging employees who cannot have their work life balance improved due to the extra effort needed to have the targets met. It was noted the organization should have the capacity to reward accordingly.

One Head of department had this to say:

“I have worked here for years and have regularly put in periods of very intense effort when required. However, this has been a one way street with the organization being the only one benefiting from my extra efforts. I recently realized that the period of intense effort was becoming the norm, (i.e. it was several months, not days or weeks). When I alerted Group management about this ongoing unreasonable workload, the response was pathetic. This organization has used up all the good will that I had; I am no longer prepared to put in extra effort”.

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Research Question Number Three:

4.5 Training and Employee Engagement at Airtel

Before testing the second hypothesis, descriptive results (percentages) relating to training were presented, analyzed and interpreted. Findings are presented in the following subsection.

4.5.1 Descriptive results about training

Airtel employees were requested to respond using a five-point Likert scale: “Strongly disagree”, “Disagree”, “Not sure”, “Agree”, and “Strongly agree” to seven items about training as shown in Table 15. The items are presented in the first column of Table 15 and the proportion of Airtel employees to the responses on each of the items is presented in form of frequencies and percentages in columns 2 to 6. The last column presents the total percentage of Airtel employees on each of the items. The analysis and interpretation of the findings about training follows the presentation of findings in Table 15.

Table 15: Findings about training

1	2	3	4	5	6	7
Items about training	SA	A	NS	D	SD	Total
1. The job I do demonstrates self-representation skills	51 (45%)	44 (39%)	7 (6%)	6 (5%)	5 (4%)	113 (100%)
2. The job I do demonstrates creativity and resourcefulness.	47 (42%)	48 (42%)	5 (4%)	5 (4%)	8 (7%)	113 (100%)
3. The Job I do demonstrates an understanding of	42	46	15	5	5	113

workplace organizations, systems, and climates.	(37%)	(41%)	(13%)	(4%)	(4%)	(100%)
4. The job I do demonstrates job-specific skills.	28 (25%)	44 (39%)	23 (20%)	10 (9%)	8 (7%)	113 (100%)
5. The job I do demonstrate information technology skills.	25 (22%)	48 (42%)	15 (13%)	16 (14%)	9 (8%)	113 (100%)
6. I was fully trained for the job I do	36 (32%)	39 (35%)	8 (7%)	15 (13%)	15 (13%)	113 (100%)
7. On job training is enough to meet the job demands	24 (21%)	38 (34%)	16 (14%)	25 (22%)	10 (9%)	113 (100%)

Source: Data from field

Key: SD = Strongly agree, D = Disagree, NS = Not sure, A = Agree, SA = Strongly agree

Findings show that most Airtel employees concurred with all the seven items compared to Airtel employees who objected these items and Airtel employees were not sure with these items. A comparison on these items shows that the percentage of Airtel employees that objected ranged from 8% to 31% (10 to 35 employees) while the percentage that were not sure ranged from 4% to 20% (5 to 23 employees) and the percentage of that concurred ranged from 55% to 84% (62 to 95 employees) . From these comparisons, it can be seen that the range of percentages that objected and were not sure were lower compared to the range of percentages that concurred. Thus, it is interpreted from the findings that the jobs most employees do demonstrate self-representation skills, creativity and resourcefulness, an understanding of workplace organizations/ systems/climates, job-specific skills and information technology skills. Lastly, the finding shows that most employees were fully trained for the jobs they did and on job training was enough to meet the job demands.

Thus, these findings generally show that training for most Airtel employees was satisfactory. This is because the responses of the employees to all the items were favorable. And in this regard, training is perceived to have greatly improved employee engagement.

4.5.2 Testing second hypothesis

The third hypothesis stated, “*Training of employees has influenced employee engagement*”. Spearman rank order correlation coefficient (ρ) was used to test the hypothesis. Table 16 presents the test results.

	Training
Employee engagement	$\rho = .503$ $\rho^2 = .253$ $p = .000$ $n = 113$

Source: Data from field

Findings show that there was a moderate positive correlation ($\rho = .503$) between training and employee engagement. The coefficient of determination ($\rho^2 = .253$) shows that training accounted for 25.3% variance in employee engagement. These findings were subjected to a test of significance (p) which showed that the significance of the correlation ($p = .000$) is less than the recommended critical significance at 0.05. Thus, the effect was significant. Because of this, the hypothesis “*Training of employees has influenced employee engagement*” was accepted.

Thus, the implication of the findings was that training had a significant effect on employee engagement at Airtel Uganda Ltd. The moderate correlation implied that a change in training was related to a moderate change in employee engagement. The positive nature of the correlation implied that the change in training and employee engagement was in the same direction, whereby improvement in training was related to improvement in employee engagement and vice versa.

CHAPTER FIVE

SUMMARY, DISCUSSION, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

This chapter presents the summary, discussion, conclusions and recommendations. It is divided into four major sections. The first section presents the summary. The second section presents the discussion. The third section presents the conclusions. The fourth section presents the recommendations.

5.1 Summary

5.1.1 Resources and employee engagement at Airtel

There was a weak positive relationship between resources and employee engagement whereby improvement in resources was related to improvement in employee engagement and vice versa. Resources accounted for 10.2% variance in employee engagement. In this study, resources were; transport, communication, accommodation and equipment were significantly contributing to employee engagement and vice versa

5.1.2 Work-life balance and employee engagement at Airtel

There was a weak relationship between work-life balance and employee engagement whereby improvement in work-life balance was related to improvement in employee engagement and vice versa. Work-life balance accounted for 6.6% variance in employee engagement. Findings generally revealed that work-life balance for most Airtel employees was somehow significant. Hence, work life-balance did not improve employee engagement to its highest level.

5.1.3 Training and employee engagement at Airtel

There was a moderate positive relationship between training and employee engagement whereby improvement in training was related to improvement in employee engagement and vice versa. Training accounted for 25.3% variance in employee engagement. It was established that training for most Airtel employees was positively implemented. Thus, like work-life balance, training did not improve employee engagement to its highest level.

5.2 Discussion

5.2.1 Resources and employee engagement at Airtel

This study's findings regarding the positive relationship between resources and employee engagement at Airtel show that the presence of resources (physical, emotional and cognitive) lead to greater employee engagement. These findings are similar to Rothmann and Rothmann's (2010) South African study findings, which showed that all job resources were positively associated with employee engagement.

The reason why the presence of resources (physical, emotional and cognitive) leads to greater employee engagement at Airtel can be borrowed from Bakker et al. (2008). According to Bakker et al. (2008), job resources may play either an intrinsic motivational role (by fostering the employee's growth, learning and development), or an extrinsic motivational role (by being instrumental in achieving work goals). Regarding the intrinsic motivational role, job resources may fulfill the basic needs of employees in terms of autonomy, competence, and relatedness (Ryan & Deci, 2000, 2001). Organizational support and growth opportunities foster learning, thereby increasing competence for the job. The participation and autonomy implied in both organizational support and growth opportunities may fulfill the need for autonomy. Social support by the supervisor and co-workers may fulfill the need for relatedness. Job resources may

also play an extrinsic motivational role, because the availability of resources such as organizational support, growth opportunities, social support, and advancement may foster a willingness to dedicate one's efforts to the task, which will result in goal attainment. The satisfaction of needs and the achievement of work goals will result in engagement (Bakker et al., 2008).

Findings of this study support the Job Demands-Resources (JD-R) model (Demerouti, Bakker, Nachreiner & Schaufeli, 2001; Hakanen et al., 2008), and the Conservation of Resources (COR) theory (Hobfoll, 1998) that have been used to explain the factors associated with engagement. The JD-R model assumes that although every occupation may have specific work characteristics associated with well-being, it is possible to model these characteristics in two broad categories, namely job demands and job resources (Demerouti et al., 2001). Job demands refer to those physical, psychological, social or organizational aspects of the job that require sustained physical and/or psychological effort, and that are therefore associated with certain physiological and/or psychological costs (such as work pressure, role overload and emotional demands). Job resources refer to those physical, psychological, social or organizational aspects of the job that may be functional in achieving work goals, reducing job demands and stimulating personal growth and development. Resources may be located at the level of the organization, which includes; salary, career opportunities, job security. They may also be located at the level of interpersonal and social relations; which includes supervisor support, co-worker support and team climate); the organization of work; (such as role clarity and participation in decision-making); and the level of the task; (such as performance feedback, skill variety, task significance, task identity and autonomy).

The COR theory (Hobfoll, 1998) is a relevant theory for understanding the effects of job resources (or the lack thereof) on employees. The COR theory's central tenet is that people strive to obtain, retain and protect what they value. When the external environment lacks resources, individuals cannot reduce the potentially negative influence of high job demands, achieve their work goals, and develop themselves. The COR theory predicts that in such a situation, employees will experience a loss of resources or failure to gain an investment (Hobfoll, 1998). Moreover, in order to reduce this discomfort or job stress, employees will attempt to minimize losses. With the intention of achieving equity without suffering further negative personal consequences, they will most probably reduce their discretionary inputs.

The findings support May et al. (2004) who observed that when engaging themselves at work, individuals depend on their specific physical, emotional and cognitive resources to complete work-related tasks. An employee should be more willing to engage in work roles if he or she believes that he or she has the necessary physical, emotional and cognitive resources to do that (May et al., 2004). They argued that different jobs require various and different kinds of physical exertion and challenges, which can result in injuries. Less physical challenging jobs, like sitting at a desk, can also put tremendous stress on an individual's back (Hollenbeck, Ilgen & Crampton, 1992). Individuals vary in their stamina, flexibility and strength, and their ability to meet these physical challenges successfully. Lacking these physical resources can lead to disengagement from one's work role. Emotional demands, especially in the services sector, require emotional labor (Sutton, 1991). According to Morris and Feldman (1996), continuing emotional demands could lead to the depletion of emotional resources (that is, exhaustion), and furthermore, the frequency, duration, intensity and variety thereof can decrease these resources. The consequences are that these individuals become overwhelmed by the amounts of information they need to process and as a result, their ability to think clearly diminishes.

Findings of this study supports Ganster and Schaubroeck (1991) who opined that those individuals who experience an overload tend to withdraw or disengage from their work in order to replenish their energy levels. When employees receive physical, emotional and cognitive resources from their organization, they feel obliged to repay the organization with greater levels of engagement (Kahn, 1990; Saks, 2006).

Furthermore, the findings of this study support other studies that have shown that job resources, including social support from supervisors and colleagues, and the intrinsic nature of the job (such as skill variety, autonomy and learning opportunities) are positively associated with employee engagement (Bakker et al., 2008; Schaufeli & Bakker, 2004). In a longitudinal study, Mauno, Kinnunen and Ruokolainen (2007) found that job resources predicted employee engagement better than job demands. Hakanen et al. (2008) conducted a longitudinal study and found that job resources predicted future engagement. Rothmann and Pieterse (2007) studied the relationship between job resources and employee engagement and found that growth opportunities in the job (i.e. variety, learning opportunities and autonomy) best predicted employee engagement. Rothmann and Joubert (2007) found that organizational support and growth opportunities in the job were strong predictors of employee engagement in the mining industry. High job resources, such as social support and feedback, may reduce the effects of job demands (Demerouti et al., 2001).

5.2.2 Work-life balance and employee engagement at Airtel

The positive relationship between work-life balance and employee engagement established in this study support Amarakoon and Wickramasinghe (2009) whose Sri Lankan's study revealed that an individual's work-life balance goes beyond the traditional two domains of work and

family and work-life balance is a significant predictor of employee engagement. However, the causal relationship in this study is weaker than had been identified by Amarakoon and Wickramasinghe (2009) and similar studies possibly due to contextual differences.

Findings of this study support the current body of knowledge suggesting a possible theoretical link between work-life balance and employee engagement. Konrad and Mangel (2000) also show that organizational investments in improving the employees' quality of work-life may be rewarded by high discretionary efforts by employees. As explained by Wildermuth and Pauken (2008), engagement occurs naturally, when the conditions are right. According to Khan's (1990) explanation, work-life balance is one such necessary condition for engagement to occur. As reported in Towers Perrine's study (2007), work-life can be a factor influencing the level of employee engagement. Work-life balance is a major consideration in determining the quality of work-life. At the same time Equal Employee Opportunities Trust (2007) further reports that studies conducted to identify factors influencing the employee engagement had identified work-life related factors such as, cares about employees, places employees interests first and flexibility are strong contributors of employee engagement.

Further, the findings of this study support Needham who said, "most individuals are willing to trade their additional effort, at a price; it is not given freely". This fits with Simard et al (2005) exchange model. In their research in the Canadian banking industry, they argued that reciprocity and exchange operate in a climate of mutual trust whereby employees give extra effort in return for non-monetary recognition. While not specifically mentioned, work-life balance would fit as an exchange given by employers to employees in return for discretionary effort. Alternatively, in return for workplace provisions that enable them to combine their work and non-work lives more easily, employees give discretionary effort. Employee engagement definitions vary from "a

positive emotional connection to an employee's work" to "engaged employees who are inspired to go above and beyond the call of duty to help meet business goals" (Corporate Leadership Council 2004:qq9b). The Corporate Leadership Council definition of employee engagement is "the extent to which employees commit to something or someone in their organization and how hard they try and how long they stay as a result of that commitment" (Corporate Leadership Council 2004:10a). This includes discretionary effort as a by-product or output of engagement.

In this study, interview findings indicated a lack of work life balance at Airtel. Yet, work-life balance is the appropriate arrangement of role-time commitments that allows good functioning at work and at home, with minimum role conflict and maximum employee engagement (Sverko, Arambasic & Galesic, 2002). Work-life balance further refers to harmonious or satisfying arrangement between an individual's work obligations and his/her personal life (Sverko, et. al. 2002).

This study shows that the strength within organizations that clearly contributes to the level of engagement is a close match between the content of the individual roles and their level of skills. Employees should feel that they possess the necessary skills to carry out their job at the required standards. Aligning employee's values, goals, and aspirations with those of the organization is the best method for achieving the suitable employee engagement required for an organization to thrive.

Explanation for the positive relationship between training and employee engagement at Airtel established in this study can be drawn from the following arguments. In the context of Kahn's (1990) psychological conditions, training is especially relevant for providing employees with

resources (such as knowledge and skills required to perform one's work tasks) that will make them feel available to fully engage in their roles. Training can also make employees feel more secure about their ability to perform their job, thereby lowering their anxiety and increasing feelings of availability. Training can be an important source of the constructs that comprise psychological capital. As described by Kahn (1990), individuals are more available when they feel secure, and self-efficacy, hope, optimism and resilience are important dimensions of security. Schaufeli and Salanova (2008) suggest that enhancing engagement can be promoted by offering employees training that provides experiences of workplace success, encouragement, and reducing the fear of failure. Training programs can also be an important resource for preparing employees to cope with job demands. As described by Kahn (1990), individuals are more ready and available to engage in their roles when they can cope with various demands and when they have the ability to engage in coping strategies.

Training is about efforts tailored to fitting employees with the job and organizational demands. Thus, findings of this study support arguments based on person-organization fit theory and person-job fit theory. According to Hamid and Yahya (2011), fitting the employees with job and organizational demand, which refer to person-job fit and person-organization fit may become the factors that could influence the level of employees' work engagement. This is because employees who fitted well with the job and organizational demands, especially possessing knowledge, skills, and abilities may motivate them to highly engaged in their work role through effectively accomplishing work goal.

Person-job fit refers to compatibility of individual's characteristics with his or her job's demands (Kristof, 1996; Cable and DeRue, 2002). It measures how individual characteristics meet the demands of work environment, particularly towards their job. Specifically, characteristics

include knowledge, skills, and abilities (KSAs) (Edwards, 1991) which required for meeting the demands of the job. Therefore, based on Munchinsky and Monahan's (as cited in Hamid & Yahya, 2011) conceptualization, the person-job fit refers to complimentary fit which represent the degree of compatibility or congruence between individual's KSAs and job demands, also called person-job demand-abilities (DA) fit. Person-organization fit has been broadly defined as congruence between individual and organization. According to Kristof (1996), person-organization fit refers to "compatibility between people and organizations that occurs when (a) at least one entity provides what the other needs, or (b) they share similar fundamental characteristics, or (c) both" (pp.4-5). Training can help organizations achieve these compatibilities.

5.3.1 Resources and employee engagement at Airtel

This study emphasizes the importance of resources to employee engagement. The absence of these resources contributes to low employee engagement. More so, the resources should be equally distributed amongst employees to avoid extremes. Regarding the work engagement model of Schaufeli and Bakker (2004), the results showed that job resources were positively associated with employee engagement.

5.3.2 Work-life balance and employee engagement at Airtel

The study revealed that work life balance is a significant predictor of employee engagement. The findings of this study suggest that work-life balance should be given more attention by the employers; it should cut across the organization so that some groups of employees do not feel left out.

5.3.3 Training and employee engagement at Airtel

Training is a key driver of employee engagement; employees feel it is the organization's obligation to provide the right fit training and the right skills to do the role. If employees are not provided with adequate relevant training, the level of engagement may be reduced. This is especially when they find that they are not fitting with jobs as well as the organization.

5.4 Recommendations

5.4.1 Resources and employee engagement at Airtel

Airtel should continuously provide the resources like transport, communication tools, accommodation for field employees, and equipment (tools of trade) required to meet the given jobs in order for the employees to enjoy their work and keep up the engagement. Moreover, all resources should be equally distributed to avoid team imbalance.

5.4.2 Work-life balance and employee engagement at Airtel

The study also recommends that management at Airtel should appreciate and implement work-life balance policies to improve employee engagement. Workload should be reduced by recruiting more staff. Weekend working could be reduced to a few working hours for the staff to enable them have time for their families.

5.4.3 Training and employee engagement at Airtel

Airtel management should continuously organize training programmes for its staff, such as management trainings, up-skills trainings, new technology trainings, new smart phone manipulation trainings, after conducting a training needs assessment of all its employees such that the programmes are tailored to the urgent training needs. Such programmes will equip the staff with the knowledge, skills and abilities that will motivate them to work for the company.

5.5 Areas for further research

Although the study was primarily based on work place readiness and its contribution to employee engagement, many other variables such as leadership styles, performance management, change management mechanism and Reward management that also affect the level of employee engagement need to be researched on by future researchers. This will greatly improve the organization edge for engagement.

5.6 Contribution of the study

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APPENDICES

Appendix 1: Questionnaire

For Team Contributors, Supervisors, Managers, Team Leaders & Senior Managers

This is to facilitate a study on the contribution of work place readiness to the employee engagement at Airtel Uganda as a requirement for a Master’s degree in human resource management of Uganda management institute.

Section E: Background Information

Please, tick the correct response

- 1. Age group**
(1) 21-30 years, (2) 31-40 years, (3) 41-50 years, (i4) 51 years and above
- 2. Gender**
(1) Male(2) female
- 3. Marital status**
(1) Married, (2) Single, (3) Widowed, (4) Divorced, (5) Separated
- 4. What is your level of education?**
(1) Diploma,(2) Degree, (3) Masters, (4) PhD(5) Others, please specify
- 5. For how long have you worked for Airtel Uganda?**
(1) 0-1 years, (2) 2-3 years, (3) 4-5 years, (4) 6-7 years, (v) Over 7 years

Section A: Resources

Use the scale below to answer the questions that follow.

1 = Strongly Agree, 2 = Agree, 3 = Not sure, 4 = Disagree, 5 = Strongly Disagree

Resources	5	4	3	2	1
Transport					
1. Airtel provides me with transport during field work					
2. I intend to stay with Airtel for long because am provided with transport					
3. At times my transport bills are not footed my Airtel					
4. I always come to work because am provided with transport					
5. The fuel I receive is enough to facilitate my work					
Communication					
1. It is because of the airtime am given that I still work for Airtel					
2. The airtime I get is worth the work I do					
3. I am given very little airtime					
Accommodation					
1. Airtel provides me with accommodation in the field					
2. The accommodation which airtel provides is what keeps me in the company					
Equipment					

1. A computer / laptop is provided in order to meet my targets					
2. A phone handset is provided in order to run my role					
3. There is stationery to support my role					

Any other comment regarding resources & employee engagement

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Section B: Work-life Balance

Work-life Balance	5	4	3	2	1
1. I want to leave because of working late hours					
2. Working late disorganizes me					
3. Working late is too boring					
4. Working over the weekend is the reason as to why I intend to leave					
5. Working over the weekend demotivates me					
6. Carrying work home demotivates me					
7. I look forward to my annual leave					
8. I take annual leave whenever I feel like.					

Any other comment about work life balance and employee engagement?

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Section C: Training

Training	5	4	3	2	1
1. The job I do demonstrates self-representation skills					
2. The job I do demonstrates creativity and resourcefulness.					
3. The Job I do demonstrates an understanding of workplace organizations, systems, and climates.					

4. The job I do demonstrates job-specific skills.					
5. The job I do demonstrate information technology skills.					
6. I was fully trained for the job I do					
7. On job training is enough to meet the job demands					

Any other comment about Skills & Training and Employee Engagement?

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Section D: Employee engagement

Employee engagement	5	4	3	2	1
Hygiene Factors					
1. Does the company provide good physical working conditions					
2. Does the company clearly stipulate the policies & procedures					
3. I am satisfied with the remuneration					
4. Do you receive any other benefits like Medical, and Insurance from the company					
Motivation Factors					
5. I am recognized when the targets are met					
6. My role is meaningful to the organization					
7. I have many promotional opportunities					
8. My role is accountable to any organization decision					

Any other comment about employee engagement?

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Thank you:

Appendix 2: Interview Guide For the Heads of Department

1. What do have to comment on resources such as transport, communication accommodation, and equipment given to Airtel staff if at all?
2. Which of the following activities engage your team members?
3. Work life balance Right Job fit
4. RewardsWork resources
5. Technological know who others.
3. In your view comment about the nature of attraction of candidates in your organization.
4. How best would you improve the employee engagement in the organization?
6. How often do you carry out employee engagement survey?
7. What do you think is the main reason why employees are disengaged?
8. 9 .What impact does disengagement have on the employee?
9. How best can we improve work life balance in your organization?
10. 15. Any other comment

Thank you.

Appendix 3: Research Budget

Item	Quantity	Unit Cost (UGX)	Costs (UGX)
Air time		30,000/=	30,000/=
Fuel/Transport costs	50 Liters	3800/=	190,000/=
Stationary	5 Realms of printing paper	25,000/-	125,000/=
Internet Renewals		100,000/=	100,000/=
Hire of research assistants	2	100,000/=	200,000/=
Printing & binding	4	30,000/=	120,000/=
TOTALS			765,000/=

Appendix 4: Work Plan

Activity	Duration	2012							2013			
		June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	April - Sept
Reading about the topic	2 months											
Proposal writing & defense	4 months											
Pre-testing of instruments (validity & Reliability)	1 month											
Data collection	1 month											
Data Organization analysis & perception	1 Month											
Final Report compilation	1 Month											
VIVA												