

**FACTORS AFFECTING EMPLOYEE ENGAGEMENT TOWARD  
EFFECTIVE PERFORMANCE IN PUBLIC HOSPITALS IN TANZANIA:  
A CASE OF JAKAYA KIKWETE CARDIAC INSTITUTE**

**JOACHIM PETER ASSENGA**

**A DISSERTATION SUBMITTED IN PARTIAL FULFILLMENT OF THE  
REQUIREMENTS FOR THE DEGREE OF MASTER OF HUMAN  
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**2022**

**CERTIFICATION**

The undersigned certifies that he has read and hereby recommends for acceptance by the Open University of Tanzania, a dissertation entitled: **“Factors Affecting Employee Engagement Toward Effective Performance in Public Hospitals in Tanzania: A Case of Jakaya Kikwete Cardiac Institute”**, in partial fulfillment of the requirements for the Degree of Master of Human Resource Management (MHRM) of the Open University of Tanzania.

.....

Dr. Salum Mohamed (PhD)

**(Supervisor)**

.....

Date

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**DECLARATION**

I, **Joachim Peter Assenga**, declare that, the work presented in this dissertation is original. It has never been presented to any other University or Institution. Where other people's works have been used, references have been provided. It is in this regard that I declare this work as originally mine. It is hereby presented in partial fulfilment of the requirement for the Master of Human Resource Management (MHRM).

.....

Signature

.....

Date

**DEDICATION**

I dedicate the entire effort to the Grace of God that sustained me throughout the study. To my lovely wife Dr. Mary Kalleku and my parents for their great courage, love and support, thank you for your prayers and understanding. You made the journey successfully.

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## **ABSTRACT**

The purpose of this study was to assess the factors for employee's engagement for effective performance in Public hospitals in Tanzania JKCI as a case. The research adopted a case study design with a population of 310 employees of JKCI, 80 employees were taken as sample size to the total population. Questionnaires were used to collect data after which the collected data were analysed using descriptive statistics to allow conclusion to be drawn. The research findings indicated that, factors for employee engagement contribute to organization performance mainly training and development, rewards, communication and leadership style. These factors are likely to minimize employee turnover rate when they are well managed. It was established that, employees at JKCI are highly engaged as the Institute since it was established they have only one employee who quitted because of salary. Training is the most thing JKCI consider the most to have number of qualified personnel to offer cardiovascular training in Tanzania. It was recommended that, Public hospitals should allow its employee to make inputs in decision making in the organization. Otherwise if there is a lack of communication flow in the organization between top management and employees, poor decision making and lack of employee empowerments, this would greatly affect the organization performance, employee empowerment, effective strategy formulation and monetary rewards which encourage employees should be effectively enhanced. For employee engagement to be sustainable, it should be incorporated in organizations policy such Human resource policy as well as strategic plan. Having frustrated employees, can affect the goal and objective of the health facility and as a result, the welfare of the employees must be considered at all times. The study offers significant recommendations to government, public and private

sector on how to promote employee's engagement in their organizations for effective performance. The study recommend that the management of the hospitals should also pay much emphasis to employee engagement as a management tool that can be used to enhance job satisfaction and improving employee welfare in the hospital. It also recommends that another study undertaken on the same but on different sector, or in public health sector to come up with affirmations regards to factors affecting employee's engagements and organizational performance. In addition, other forms of employee engagement mechanisms should also be researched on in the future study since the variables used in the study as types of employee engagement practices may not be the only ones.



## TABLE OF CONTENTS

<b>CERTIFICATION .....</b>	<b>ii</b>
<b>COPYRIGHT .....</b>	<b>iii</b>
<b>DECLARATION.....</b>	<b>iv</b>
<b>DEDICATION.....</b>	<b>v</b>
<b>ACKNOWLEDGEMENT.....</b>	<b>vi</b>
<b>ABSTRACT .....</b>	<b>vii</b>
<b>LIST OF TABLES .....</b>	<b>xiii</b>
<b>LIST OF FIGURES .....</b>	<b>xiv</b>
<b>LIST OF ABBREVIATIONS .....</b>	<b>xv</b>
<b>CHAPTER ONE .....</b>	<b>1</b>
<b>INTRODUCTION.....</b>	<b>1</b>
1.1 Background of the Problem .....	1
1.2 Statement of the Problem .....	3
1.3 Research Objectives .....	5
1.3.1 General Objective.....	5
1.3.2 Specific Objectives.....	5
1.4 Research Questions .....	5
1.5 Significance of the Study .....	6
1.6 Scope of the Study .....	6
1.7 Organization of the Study .....	7
<b>CHAPTER TWO .....</b>	<b>8</b>
<b>LITERATURE REVIEW .....</b>	<b>8</b>
2.1 Introduction .....	8

2.2	Conceptualization of Key Terms .....	8
2.2.1	Employee Engagement Viewpoint.....	8
2.2.2	Effective Performance.....	10
2.2.3	Public Hospitals .....	11
2.3	Theoretical Review .....	12
2.3.1	Social Exchange Theory .....	12
2.3.2	McClelland's Need Theory .....	13
2.3.3	Khan Model of Employee Engagement .....	14
2.3.4	Factors Influencing Employee Engagement .....	16
2.3.5	Impacts of Employee Engagement to the Organization.....	18
2.4	Empirical Literature Review .....	19
2.4.1	Empirical Literature Review Worldwide .....	20
2.4.2	Empirical Literature Review in Africa.....	23
2.4.3	Empirical Literature Review in Tanzania .....	26
2.5	The Research Gap .....	29
2.6	Conceptual Framework .....	30
2.7	Theoretical Framework .....	31
	<b>CHAPTER THREE .....</b>	<b>32</b>
	<b>RESEARCH METHODOLOGY .....</b>	<b>32</b>
3.1	Introduction .....	32
3.2	Research Design.....	32
3.3	Area of the Study .....	32
3.4	Population of the Study .....	33
3.5	Sampling Design and Sample Size .....	33

3.5.1	Sampling Design .....	33
3.5.2	Sample Size .....	34
3.6	Methods of Data Collection .....	35
3.6.2	Primary Data Collection Methods.....	35
3.6.3	Secondary Data Collection Methods.....	35
3.7	Reliability and Validity of Data .....	36
3.7.2	Validity.....	36
3.7.3	Reliability .....	36
3.8	Data Analysis and Processing .....	37
3.9	Ethical Consideration .....	37
	<b>CHAPTER FOUR.....</b>	<b>38</b>
	<b>STUDY FINDINGS, DISCUSSION AND ANALYSIS .....</b>	<b>38</b>
4.1	Introduction .....	38
4.2	Response Rate .....	38
4.3	Demographic Characteristic of the Respondents .....	38
4.3.1	Gender Distribution of the Respondents .....	39
4.3.2	Age Distribution.....	39
4.3.3	Education.....	39
4.3.4	Working Experience.....	39
4.4	Factors for Employee Engagement .....	40
4.5	Role of Leadership on Employee Performance .....	42
4.6	Influence of Rewards and Compensation on Employee Performance .....	43
4.7	Role of Training and Development on Employee Performance .....	44
4.8	The Influence of Internal Communication on Employee Performance .....	45

4.9	Level of Employee Engagement .....	48
4.10	Discussion of the Findings .....	50
4.10.1	Influence of Rewards and Compensation on Employee Performance.....	50
4.10.2	Role of Training and Development on Employee Performance .....	51
4.10.3	Role of Leadership on Employee Engagement .....	52
4.10.4	Influence of Internal Communication on Employee Performance .....	52
	<b>CHAPTER FIVE .....</b>	<b>54</b>
	<b>SUMMARY, CONCLUSION AND RECOMMENDATIONS.....</b>	<b>54</b>
5.1	Introduction .....	54
5.2	Summary of the Main Findings.....	54
5.3	Implications of the Findings.....	55
5.4	Conclusion.....	56
5.5	Recommendations .....	56
5.5.1	Recommendation to the other Public Hospitals in Tanzania .....	57
5.5.2	Recommendation to JKCI.....	57
5.6	Limitations of the Study.....	58
5.7	Recommendation for Further Studies .....	58
	<b>REFERENCES.....</b>	<b>60</b>
	<b>APPENDICES .....</b>	<b>65</b>

## LIST OF TABLES

Table 3.1: Target population and Sample Size.....	34
Table 4.1: Response Rate .....	38
Table 4.2: Demographic Characteristic of the Respondents .....	40
Table 4.3: Factors for Employment Engagement.....	41
Table 4.4: The Influence of Leadership Style as Employee Engagement Mechanism Toward Effective Performance.....	42
Table 4.5: Influence of Rewards and Compensation on Employee Performance.....	44
Table 4.6: Role of Training and Development on Employee Performance .....	45
Table 4.7: Level of Management Support with Opportunity to Improve Skills and Competency through Trainings.....	45
Table 4.8: Influence of Internal Communication on Employees' Performance.....	46
Table 4.9: Leaders' Feedback on Performance Expectation Standards .....	47
Table 4.10: Factors for Employees to Leave JKCI.....	48
Table 4.11: Level of Employee Agreement on Employee Engagement.....	49

**LIST OF FIGURES**

Figure 2.1: Conceptual Frameworks ..... 30

**LIST OF ABBREVIATIONS**

BOT	Bank of Tanzania
CME	Continuous Medical Education
COVID-19	Corona Virus Disease 2019
ICT	Information, Communication and Technology
JKCI	Jakaya Kikwete Cardiac Institute
MHRM	Masters of Human Resource Management
OUT	Open University of Tanzania
SPSS	Statistical Package for Social Science

## **CHAPTER ONE**

### **INTRODUCTION**

#### **1.1 Background of the Problem**

According to Cook (2008), employee engagement is more of a psychological contract than a physical one. Engaged workers are occupied in, passionate about and committed to their jobs. According to Lazonick (2014), companies globally cannot find a match between their returns, productivity and employee engagement in the office. Therefore, some of the leaders of these global companies try to align the organizations strategy with the talent strategy in the organizations.

In working area particularly hospital environment, staff may experience lack of respect, discomfort, no appreciation or uncomfortable environment. During this time, organization management encourages staffs to make it open in expressing their concerns. Employee's feedback perception is no matter what they discussed regarding the issue or problems no one is making choice to fix the concern. Also management is not acknowledging the negative information coming from the staff perception of employee engagement (Schuck Wollard, 2013).

Organization investment in creating a competitive advantage by developing employee engagement are increasing, yet despite the spread increase of this employee engagement, level of employee commitment and engagement are not improving. Also organizational behavior of individuals and groups within an organizational context and how organizational process and practice affect individuals and groups can have an effect on improving engagement (Gibson & McDaniel 2010). This study will identify



employee engagement problems in a selected hospital within Tanzania. The findings of this study might lead to a new understanding of the role of effective management can play in improving the existing hospital system towards effective engagement and organizational performance.

Changes are common in any organization. Teams may change strategy and undergo restructuring or implementing new technology. Individuals in organization are accountable for their engagement, any one being supervisor or manager must coach team member to have higher level of engagement, morale and motivation (White, 2011). Leaders who supervise play a vital role in influencing engagement among their staff since cost which associated with disengaged employee in the work place are not just monetary but also loss of productivity, business, customer and valued employees can all be the result (Crabtree, 2013). Additionally, adverse outcome of engagement in the work place include, stress, increased absenteeism, poor performance, decreased productivity and increased litigation.

According to Khan (1990), the employee's role in job engagement, involvement and motivation focuses on how the subjective experiences of work shape the process of people working defines their level of engagement at work. Engagement is multidimensional construct and employee engagement has merged as a potentially significant employee performance and organizational management metric.

Price (2011) found that by relating workers, by having them contribute in resolution making, by making the place of work more self-governing and by empowering employees, there are positive outcomes such as attitudes and efficiency that get better.

Employee's engagement is an important component in human resource management, as it directly affects the bottom line of the organization. The management of any organization should seek to adopt a culture of engagement in order to motivate their employees beyond the personal factors. Understanding what motivates and enables your people to give their best leads to better decision making and planning, wiser investments and deeper customer loyalty.

In unstable environment, studies of employee engagement have shifted focus away from deficiencies such as organizational uncertainty to strengthening management (Conteh, 2016). Among many stream of new research that has come forth by way of positive psychology, employee engagement is an area of study and practice that address human feelings beyond activity in the workplace.

As employees and their supervisor negotiate the terms of new benefits contracts, both parties have a mutual interest in redefining what it means to be engaged at work. Management need to address the issue of employee commitment to reduce turnover, discouraging employee from becoming disengaged and retain engaged and willing workers. Engaged employees are more productive when they build good customer relations and when they contribute in reducing the financial burden of employee turnover.

## **1.2 Statement of the Problem**

According to Lowe (2012), engaged employees are successfully essential for any organization. Interestingly, management of healthcare organizations are currently involved in developing policies and steps in training their medical officers at all level so as to gain competitive edge which comes through job satisfaction, (Hewitt 2004).

Although organizations are well informed what their customer really wants from them, they have very little understanding about what is important to their staff, what motivates them and what methods could help to improve their performance as in any organization internal customers matter first before external customers as they are the one who will attract external customers. In this case, it is beneficial to take into consideration the possible occurrence of knowledgeable alteration (Frank sky and Zbihlejova 2016).

The basic question of exercising engagement in any organization understands exactly engagement factors affecting employee behaviors in such a way employee really became engaged. In order to achieve a desired level of engagement, a wide range of employee engagement factors have to be applied.

As health sector, public hospital faces increased demands such as good pay, good working environment and involvement in decision making, management faces hard responsibility of ensuring the welfare of their employees are of high standard. Due to workload management must ensure there is effective technique to ensure employee engagement, inability of many health facilities to address employee engagement may result to decreased performance and demotivate employees.

In Tanzania, the government has increased efforts to strengthen and advance the performance of healthcare organizations in Tanzania through numerous key plans and strategies guiding healthcare delivery and growth such as the Health Sector Strategic Plan III (2009–15) is directed by the Vision 2015 which directs health facilities planning towards a quality of care. Despite the efforts to engage employees, still

employee engagement remains one of the greatest challenges facing many organizations in Tanzania. Remarkably, still workers especially, from Public hospitals conduct some part time jobs to private clinics, which is a signal of a gap in their engagement. Taking into consideration the inevitability of engaging employees, this study therefore, aimed to establish factors that affecting employee's engagement toward effective performance in public hospitals Jakaya Kikwete Cardiac Institute as a case.

### **1.3 Research Objectives**

#### **1.3.1 General Objective**

The general objective of this study was to assess the factors affecting employee engagement towards effective performance in public hospitals in Tanzania.

#### **1.3.2 Specific Objectives**

- (i) To assess the role of leadership on employee performance.
- (ii) To determine the influence of reward and compensation on employee performance.
- (iii) To establish the role of training and development on employee performance.
- (iv) To investigate the influence of internal communication on employee performance.

### **1.4 Research Questions**

The researcher aimed to answer the following three questions

- (i) What is the role of leadership on employee performance?
- (ii) What is the influence of reward and compensation on employee performance?

- (iii) What is the role of training and development on employee performance?
- (iv) What is the influence of internal communication on employee performance?

### **1.5 Significance of the Study**

According to Kothari (2004), significance of the study highlights how the study is useful to different groups who may be interested in the study findings. To the Hospital management, the study will be significance since it will highlight the areas of how employee engagement is critical in enhancing job performance. To human resources practitioners and policy makers the study will be significance since it brought out the role that those regulators play to ensure engagement of employee successfully. To academicians and scholars, it will be useful since it brings additional literature on the topic of the study by highlighting employee engagement factors, which improve organizational performance.

Learning more about what employee think about their engagement level and productivity will help employee in public hospitals to improve productivity and engagement. The result of this study will also contribute to positive social change in public hospital organization, culture and management teams by determining how different level of employee engagement influence commitment from staff.

### **1.6 Scope of the Study**

The scope was limited to Public Hospital goal poof this study was to assess factors for effective employee engagement toward organizational performance. The study was conducted at Jakaya Kikwete Cardiac Institute which is Public Hospital offering cardiovascular treatment, surgery, research and teaching Hospital in Dar es Salaam

representing Public hospitals Tanzania, the outcomes of the study is widely exposed a wider view regarding the association among employee engagement and organizational performance towards enhancing organization's effectiveness and performance.

### **1.7 Organization of the Study**

This study is composed of five chapters. First chapter is introduction part which covers important aspects like background of the study, statement of the problem, objectives of the study and research questions. The chapter also covers significance of the study, scope and organization of the work. Chapter two includes literature review on engagement both theoretical and empirical review, research gap and conceptual framework. Chapter three is all about methodology used in this study such as research design, sampling and sample size, population data collection and methods and also it indicates how data was analyzed and presented. Chapter four is about presentation of finds while chapter five includes conclusion and recommendation for further studies.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

This chapter describes the literature of the study based on existing scholarly works on the topic of the study. It provides overview of the areas studied in the past and their authors while at the same time identified the knowledge gape. In summary this chapter covers theoretical review, empirical, conceptual framework and research gap.

#### **2.2 Conceptualization of Key Terms**

##### **2.2.1 Employee Engagement Viewpoint**

According to corporate council 2004, the concept of employee engagement and commitment is moderately new term, which has become very trendy in recent years as a means of taking employee attitude to their work, employer and their behaviors. It has been defined as the extent to which employees are committed to something in the organization, how hard they work, and how long they stay as a result of that commitment.

Employee engagement as a construct is still in its early stages of development and Shuck and Wollard (2010) point out that it still lacks a level of consistency in definition and application across fields. In agreement with this argument Shuck and Reio (2011) reviewed several studies by many scholars and noted that some scholars suggest that employee engagement is simply a re-conceptualization of other well-researched variables (meaning old wine in a new bottle). This shows that there is still room for more exploration on the construct of employee engagement.

Employee engagement is a highlighted emotional attachment in which employee feel toward their organization, reasons, which motivate them to put additional effort in provide quality output to the organizational customers. Resides (2008), indicate that there is clear connection in employee engagement, customer satisfaction operational and organization performance. Defining employee engagement depends on number of organizational strategies to ensure employee commitment to their organization or their positive willing to contribute to the organization success.

In this definition, employee engagement is grouped into three levels, which are; engaged employee, not engaged employee and firmly disengaged employee as supported by Meere (2005). Engaged employee, these are actively employee who are committed toward organizational success.

They are highly connected to the organizational mission and goals; they are willing to with extra effort to increase organization performance. Not engaged employee, are these employees who are less emotionally connected to their job. This group of employees they don't put extra effort to their work toward organizational success, they are always responding business as usual. These employees they lack corporative relationship with their colleagues or even their employer.

Another group is strongly disengaged employee, this group of employees are resistant to change on everything in the organization, they are unhappy because of their job. Some are unhappy because their skills do not match the job. Actively engaged employee are more likely to be intelligently and emotionally committed to the achievement of their company and they are willing to work with an extra effort, stay



longer in the organization and they also become the organizational advocates and feel better on their job. To achieve this, organization should focus on setting departmental objectives, which are realistic and to be aligned to the overall organizational strategic goals. This kind of employee carry an organization in a negative direction and the organization suffers in achieving its mission.

Truss et al (2013) add that “engaged employees express their authentic selves through physical involvement, cognitive awareness and emotional connections. Employees who are not engaged are described by Cataldo (2011) as employees who view their jobs as an exchange of time for a paycheck. They arrive and leave on time, take their breaks, never volunteer for extra work or projects, and do little else in between beyond the minimal effort. They show little passion or creativity for their jobs and go through the motions. This shows that an organization is better off with engaged employees than having disengaged employees.

### **2.2.2 Effective Performance**

Bititci *et al* (1997), state that organization performance is the process by which the company manages its performance in line with corporate and functional strategies and objective. Company performance includes financial and non-financial measures. Effective organizational performance can be measured by profitability; return on assets and value-added while non-financial Organizational Performance includes managing clients, customer complaints, company reputation, productivity of employees and commitment issue.

Organizational effectiveness has been widely accepted as the degree to which an organization realizes its goals (Daft, 1995). Therefore, the term effectiveness

performance is well-rounded to encompass several aspects of efficiency and adaptability an effective performance to an organization is both efficient in economic and technical aspects, and able to adapt itself to the external changes as well (Carnall, 2003). Mott (1978) has observed three aspects of organizational effectiveness, which are productivity, adaptability and flexibility. Productivity deals with the quantity and quality of the product or service, and the efficiency with which it is delivered.

Adaptability has two constituents: symbolic adaptability and behavioral adaptability. Symbolic adaptability refers to both anticipating problems in advance and developing satisfactory and timely solutions to them in addition to staying abreast of new technologies and methods applicable to the activities of the organization. Behavioral adaptability explicates prompt and prevalent acceptance of solutions and Flexibility has been considered as a separate and independent index of organizational effectiveness. It is conceptually different from adaptability as organizational changes that result from meeting emergencies are usually temporary, usually the organization returns to its pre-emergency structure, whereas adaptive changes are more likely to be permanent.

### **2.2.3 Public Hospitals**

Public hospital, or government hospital, is a hospital, which is government owned and is fully funded by the government and operates solely off the money that is collected from taxpayers to fund healthcare initiatives. In some countries, this type of hospital provides medical care free of charge to patients, covering expenses and wages by government reimbursement. The level of government owning the hospital in Tanzania include local, District, regional, or National, and eligibility for service, not just for

emergencies, may be available to non-citizen residents. Jakaya Kikwete Cardiac Institute (JKCI) is a Public hospital, which was established by Presidential Instrument (Establishment Instrument) in September 2015. The aim of the establishment of Jakaya Kikwete Cardiac Institute was the need for stimulating and promoting the programs for improvement and advancement of cardiovascular health and welfare of the people of the United Republic of Tanzania. In addition the Institute deals with provisions of Specialized Cardiovascular Care and Treatment, Training, Consultancy and Research.

### **2.3 Theoretical Review**

This section describes theories that relate to the topic of the study and clearly indicating their significant contribution, assumptions and relationship. The study will include social exchange theory, two factor theory and model of employee engagement theory.

#### **2.3.1 Social Exchange Theory**

This is psychological and management theory which is based on the work of Homans (1998). By this theory, a society is made up of different class of people which promotes exchange between them. The theory resulted from exchange between two or more parties of goods or services activities, with more or fewer rewards and benefits involved.

In workplace environment where employees are from different cultures and values and organization itself having another culture of its own, employees must learn to adapt and follow the culture of the organization and practice its values in market.

Hospitals involves interactions of the top management and other junior officers, management and patients. In this regards, the relationship created among them must be beneficial to the long term performance of the organization (Prizer *et al.*, 2017). It is on this note that organization must implement policies such as employee engagement, which improve the understanding of the employees in the organization. When an organization fails to provide these resources, employees are more likely to remove themselves from the work. Although the theory revolves around the rewards only and it neglects the cultural contexts and variations of cultures it relates to the study as it emphasizes on the need for employee engagement as a result of socialization which boost the satisfaction level of the employees through involvement in decision making in the organization.

### **2.3.2 McClelland's Need Theory**

This theory explains the motivational and satisfaction needs of the employees or individuals in organization. As proposed by McClelland (1961), regardless of gender or age in the organization, all employees possess needs such as power, achievement and affiliation. Employee needs are acquired and changed overtime depending on the environmental conditions of the workplace. As the working environment changes due to information technology, consumer and integration, so do the needs of employees change in the organization.

Lee and Kim (2015), while analyzing the theory of need, indicated that employees have different behaviors, which are influenced by achievement power and affiliation. The need for achievement is related to the employee's task in the organization. Employees more so those in health care organizations want to achieve their goals and

contribute positively to the organization objectives. High performance could mean successful delivery surgery and medical services among doctors and allied staffs, supporting staffs and nursing services among nurses. The more achievement employees get in the organization; the more satisfaction level they attain leading to high performance in the organization.

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

### **2.3.3 Khan Model of Employee Engagement**

According to Khan (1990) who is the founder of employee engagement, employee can be engagement into different levels like, physical, emotional or intellectual. These

levels are affected by psychological conditions like meaningfulness, safety and availability, which then influence organizational performance. He believes engagement is all about employees feels at work. The emphasis was on changing the way people thought about their work, that it was a wrong approach to think only financial or non-financial reward was a reason for engagement or disengagement but fundamentally it was how they feel about the work.

Khan (1990) also reported that, job improvement; employee relationship and well job designing were positive indicators of meaningfulness. Rewarding, management support enhances safety and self-consciousness, resources availability and outside activities were positive signs of engagement. The existence of various conceptualizations makes the state of knowledge around employee engagement difficult to determine, as each piece of research is undertaken under a different protocol, using different measures of engagement under different circumstances. Despite this potential problem, a similar pattern was found by all regardless of the country or context where the research was undertaken; the highest numbers of employees were found in the 'not engaged' category. This finding is disappointing, although perhaps not very surprising, and clearly many people do not enjoy going to work and gain little meaning from what they do for a living.

The theory was important in this study as it emphasizes on approaching employees as true partners, involving them in continuous dialogues and processes about how to design and alter their roles, tasks and working relationships which means that leaders need to make it safe enough for employees to speak openly of their experiences at work.

### **2.3.4 Factors Influencing Employee Engagement**

In the recent competitive business operations, employee engagement has become the most significance aspect of human resources as well as management in the organization. Engagement is not a one-time activity but something, which need to be practiced frequently. Engaging employee will keep them feel motivated and more skillful in their field. To develop engagement among employee human resources managers should ensure positive relationship among employees and clear and reliable communication within the organization. It has been emphasized that, employee engagement is the most priority of every organization. Human resources are actively developing strategies for better way to engage employee (Chanania 2012). Factors for employee engagement are explained below:

Communication is most important factor for employee retention and engagement. When there is poor communication in the organization between employees or employee and employer, employee engagement is far away. Tow way communication as well as employee involvement in decision making play a vital role on employee engagement. It is very important for smooth running of the organization and also an influencing factor for employee motivation. There should be both upward and downward communication flow with the use of appropriate communications channels. Ranjan (2014) argue that, if employee is given a chance to participate in organization decision making process the engagement level is likely to be high.

Job designing; this is concerned with the kind of job which particular individual is hired to. When the task is designed according to employee wishes, definitely it will engage the employee. Swathi (2013) argue that, job characteristics about challenges,

type and autonomy are more likely to provide emotional meaningful and conditions for employee engagement.

Career development opportunity, career development opening provides an effective role in employee engagement of the employee and make them staying for a long period of time. The organization should ensure the work assigned to an employee matches his or her career goals, if the job matches the career development then; the employee will be satisfied and engaged. An organization with high level of engagement provide their employees an opportunity to develop their abilities, learning new skills and knowledge's to realize their potentials. Career development influence employee engagement; provide opportunity for personnel; development and retaining the most talented employee.

Leadership; according to Mutunga (2009), effective leadership is most important for smooth functioning of the organization. It's directly influenced by the quality of leadership in managing human resources within the organization. Leaders should be able to increase level of engagement among employees; without strong and effective leadership an organization cannot survive for a long period of time.

Equal opportunity, level of employee engagement can be determined by the thorough evaluation of performance but also how an organization treats the employee equally and fairly. It should be unbiased and transparent. When organization follow an appropriate performance appraisal technique will have high level of employee engagement. When organization develop and implement equal opportunity and fair treatment within the organization will motivate employee toward their performance.



When organization provide equal opportunity in growth and advancement, then the level of engagement become high (Bhatla 2011). Performance management, this is the process of creating a work environment in which employee are able to perform on their best skills and knowledge; this is an entire working system of an employee which begins from appointment of an employee to the point when the employee leaves the organization.

The process of performance management provides conditions for employee engagement as it encourages managers to have a clear focus on roles and responsibility of employees and to include them in decision making process. It promotes acceptance of challenging objectives and also recognize contributions that exceeds expectations. Compensation, comprehensive compensation policies motivate employees in their jobs. It is considered as major influence on employee engagement.

According to Khan (2013), compensation includes financial elements but also non-financial elements. The organization should develop proper compensation system which will motivate employees towards their work in the organization. Proper management on compensation will reduce chance of unnecessary chaos and also reduce the cost of new recruitment. This is also the strategy of retaining employees by raising pay and benefits.

### **2.3.5 Impacts of Employee Engagement to the Organization**

Employee engagement has positive impact to the organization. Some of the impacts are as follows.

Job satisfaction, job satisfaction is the feeling of happiness or unhappiness experienced by an employee working in the company. Employee engagement is related with the job satisfaction, if employees are engaged toward the job, definitely they will be fully satisfied. Thus, it is important for the organization to ensure employee engagement by providing various incentives and assign them task according to their area of interest. This will make employees more grateful for their job.

Reduce employee turnover, employee engagement can reduce degree to which employees are considering to leave the company. Degree to quit basically includes the reasons why employees are going to quit the job and what factors made the employee to move the organization. Engaged employee do not quit the job frequently but they stay in the company for long period of time.

Improved performance, engaged employees are more excited about putting extra effort to their job towards intended organizational goals. They are really applied themselves to ensure they produce intended outcome or even extra which exceed the target. Employees who always committed to their work are more innovative in their regular activities and initiative on procedures, which are more productive. According to Kumar 2011, an engaged employee is fully committed towards the work as well as to the company's goal and objectives and they give complete devotion to the company.

#### **2.4 Empirical Literature Review**

This part reviews the empirical studies conducted by different researchers in Tanzania, Africa and worldwide in view of validating the research gap. It also includes the conceptual framework, which shows the relationship between variables.

#### **2.4.1 Empirical Literature Review Worldwide**

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

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

In the research conducted by Adhitamaa & Riyanto (2020), the study uses qualitative approach on how to maintain employee engagement and performance during Covid-19 pandemic in Indonesia as most companies have concentrated on scenario planning and significant operational reactions to guarantee business congruity during the

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

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

The result showed that, IT employee engagement significantly affected organizational performance and three of its dimension, vigor, absorption, and dedication contributing significantly to the organizational performance. It also showed that IT employee

engagement positively and significantly affected job satisfaction, where vigor had the most the most contribution. The study implied that IT department in Jordanian banking sector should try their best to promote and facilitate IT employees' engagement and satisfaction in an effort to improve their performance, which will eventually yield positive results for the bank as a whole.

Harter & Mann (2016), on their study about the worldwide employee engagement crises, they identified that, the world has an employee engagement crisis, with serious and potentially lasting repercussions for the global economy. Through companies and leaders worldwide recognize the advantage of engaging employee and many have instituted surveys to measure engagement; employee engagement has barely budged in well over a decade. In this study, employee engagement in USA has been tracked since 2000, though there have been some slight ebbs and flows, less than one-third of U.S. employees have been engaged in their jobs and workplaces during these 15 years. Daily tracking, 32% of employees in the U.S are engaged meaning they are involved in, enthusiastic about and committed to their work and workplace. Worldwide, only 13% of employees working for an organization are engaged.

Authors identified ways to improve employee engagement for organizational performance which are integrating engagement into company's corporate strategy, understanding company's direction, and looks beyond engagement as a single concept and align engagement with other workplace priorities. The study also concludes that, managers and leaders should keep employee engagement top of top mind because every interaction with employees can have an impact on engagement and organizational performance.

A comparative study on employee engagement, key to improve performance in Pradesh India by Sridevi (2010), employment engagement was identified as a vast construct that touches almost all parts of human resource management facets. The author further argued that, employee engagement is stronger predictor of positive organizational performance by showing clearly showing the two-way relationship between employer and employee compared to the three earlier constructs: job satisfaction, employee commitment and organizational citizenship behavior.

Employee engagement is closely linked with organizational performance outcomes. Organizations with engaged employees have higher employee retention as a result of reduced turnover and reduced intention to leave the organization, high performance, profitability, growth and customer satisfaction. Again, organizations with disengaged employees suffer from waste of effort and exploit talent, earn less commitment from the employees, face increased absenteeism and have less customer orientation, poor performance, and reduced operating margins and net profit margins.

#### **2.4.2 Empirical Literature Review in Africa**

The study by Kazimoto (2016), on employee engagement and organizational performance of retails enterprises to analyze factors on employee engagement and performance which was conducted in Uganda, whereby questionnaires were administered to 120 selected respondents using purposive sampling technique. The findings show that the degree of retail employee engagement and level of job satisfaction were very high in retailing enterprises. However, it was observed that, in retailing organizations, employees were found it difficult to make equilibrium of work experience and house life with their employment. The author shows that despite the

association between employee engagement and job satisfaction, there is no relationship between engagement and job assignment, which is an important key factor for organization performance. The result also revealed that job assignment is critical for engaging employees to ensure organization longevity and profitability.

The study recommended managers need to consider the staff and their job assignment to reduce stress and increase factors of motivation for employee engagement; enterprises management seems to ignore non-financial factors to achieve goals and also there is a need to establish control mechanism that involve financial and non-financial factors in measuring performance for organization performance and sustainability.

In a quantitative research design, which was aimed to study on the impact of employee engagement on organizational performance; a balanced scorecard approach by Muller (2018). This study, consequently, utilized the balanced scorecard (BSC) approach, consisting of financial, customer, internal process as well as learning and innovation measures to evaluate perceptions of organizational performance.

Researcher Investigates employee perceptions regarding the impact of engagement on organizational performance in the Eastern Cape Province of South Africa as the Organizations often fail to enhance long-term business success when they focus narrowly on financial performance measures. The empirical results revealed that employee engagement positively and significantly influenced all four measures of the balanced score card. A positive work climate can be fostered through trust-building behaviors of open communication and openness to new ideas. Employees should be

encouraged to take personal initiative by arranging working conditions with sufficient motivating and energizing resources that engage employees.

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

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

Another study conducted in South Africa on the impact of employee engagement on organizational performance by Singh (2018), a case of Insurance Brokerage company in Gauteng; study examines the impact of employee engagement on organizational performance in an insurance brokerage as well as the factors that influence and shape employee engagement in the context of the organization. To achieve this objective, a



qualitative research approach was adopted for this study. Using an inductive approach, interviews were conducted to gain insights into the factors that affect employee engagement and the data was gathered and analyzed using thematic analysis. The study revealed that low engagement affected commitment and motivation levels of staff, the low employee engagement levels were produced by job design, ineffective communication, management approach, participation and incentives in the form of recognition.

### **2.4.3 Empirical Literature Review in Tanzania**

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

The Study identified four latent characteristics which are job satisfaction, being accountable, being a team player and delivering equitable care and three factors that influence engagement are supportive supervision, human resources and infrastructure and competencies whereby all four engagement characteristics were associated with facility performance. The study concluded that, engagement is a complex concept affected health worker and health system factors. Interventions to improve job

satisfactions, a characteristic of engagement, can positively impact facility performance. Facility performance cannot be improved through engaged employees alone and should be coupled with approaches to address gaps beyond human resources.

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

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

In the study conducted by Burhan (2018) about employee engagement factors and effective performance where Agakhan Hospital in Dar es Salaam was used as a case.

In this research where case study was employed, researcher finds that, there is significance dissimilarity between diverse population groups and the level of engagement. The study exposed employee engagement to be intensive there should be a management transparency, recognition, career growth, training and development as well as a long term contracts for employees. In this study recommended that, the management should improve Job security, employee retention, provision of permanent and long term contract, improve organizational benefits, support employees to attend different trainings and transparency so as to employees to improve employee engagement and improve performance.

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

Further, the study conducted at Bank of Tanzania by Ngoisa (2015) about factors contributing to employee engagement Arusha branch being a case. The study revealed that general factors that contribute to employee engagement at the Bank of Tanzania from highest to lowest were good relationship with coworkers, work-life balance, salary and benefits, leadership quality, career growth and opportunity, performance

management, and training and development. Further, career growth and opportunities and salary and benefits played significant role in minimizing intention to quit among the BOT employees. In this research, researcher recommended that, further study conducted to other institutions in Tanzania include commercial Banks in in order to come up with affirmations with regard to factors contributing to employee engagement.

## **2.5 The Research Gap**

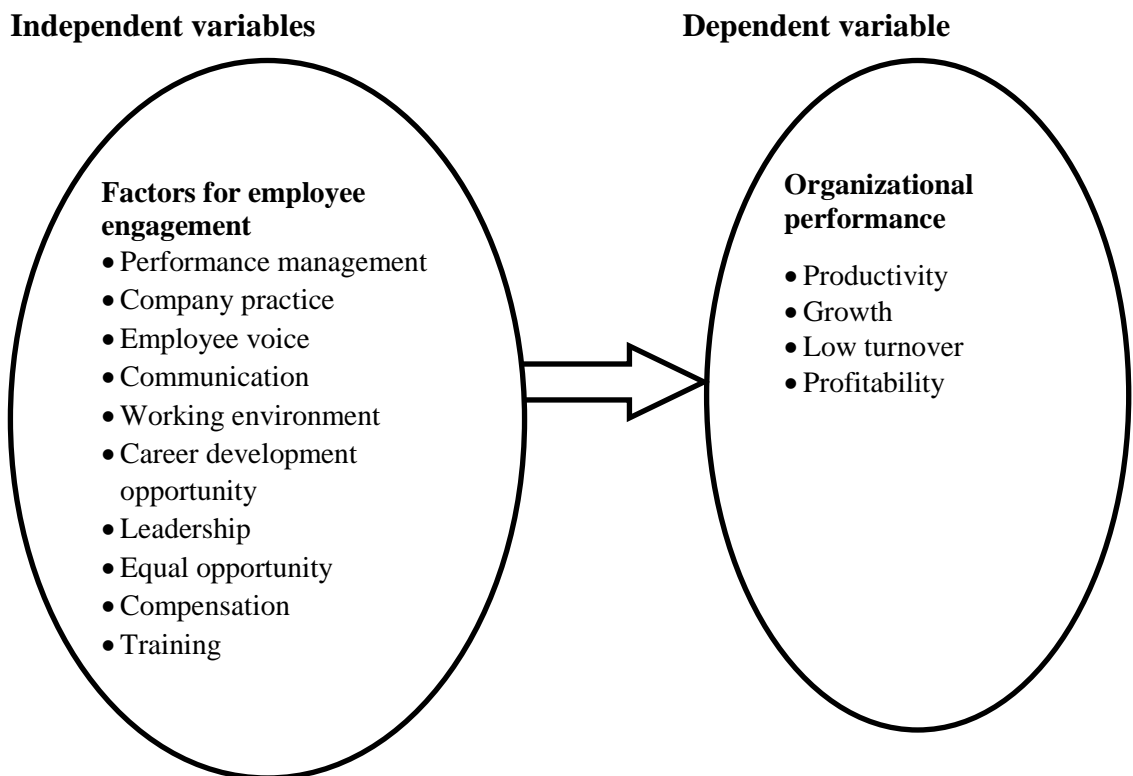
Examining theoretical and empirical review in Tanzania, Africa and worldwide, researcher examined and identified a research gap which need to be intensively studied to ensure employee are engaged to avoid different issues which are the impact of unengaged employee such as frequently turnover, poor performance or working with unhappy employee. Since employee engagement is not a one task there should be a continuous emphasizing which has been put into sustainability of employee engagement.

Employee engagement not only gives organization a competitive edge in the market but also give brand recognition based on their performance. Employee engagement is associated with improved leadership, career development, job motivation, retention and reward which may determine the extent of job satisfaction in the organization. Based on this Health Institutions have to invest heavily on policies and objectives aimed at promoting employee engagement.

From the literature, there are limited studies in Tanzania on factors affecting employee engagement towards effective performance. Studies have been conducted outside

Tanzania as those countries differ from Tanzania geographically, culture attribute, political as well as economical values as factors for employee engagement varies depends on the country, culture and organization itself. Bhandari (2012) stated on his research that there was lack of research on the impact of employee motivation and commitment in public sector. Reward and other tangible motivational tools were considered as affecting factors of HR outcome in basically in Nepalese context. Literature has provided various models and measures for employee engagement and some researchers have adapted these without due consideration of their applicability as may differ in Tanzania, Africa as well as worldwide.

## 2.6 Conceptual Framework



**Figure 2.1: Conceptual Frameworks**

Source: Researcher construct 2021

## **2.7 Theoretical Framework**

Kelleher, (2015) summarizes his study by proposing that it is vital to link employee engagement to high performance not simply to make your employees happy but as an initiative to engage your employees in your business to help drive business success. This shows that the ultimate goal of employee engagement should be to achieve strategic business goals.

Companies must ensure that they provide structures that will support drivers for engagement. Leadership has to be committed to drive the process and set up company practices that promote engagement for example, effective communication, employee participation, performance management and effective recruitment and selection. It is important for an organization to have positive reputation to attract and retain talent and keeping employees engaged. The work environment has to be conducive for engagement by ensuring that there is proper work-life balance. It is imperative that employees are given a platform to voice their concerns. These engagement drivers will lead to engaged employees who are committed, motivated and willing to go the extra mile. Having engaged employees will lead to organizational success through increased productivity, growth, profitability and low staff turn-over.

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 Introduction**

This chapter describes the plans and steps that were used by the researcher to answer research questions. It brought into detail the research design, target population, sampling and sample size, data collection methods and instruments, research quality (data reliability and validity), data analysis and presentation, as well as ethical consideration.

#### **3.2 Research Design**

Research design refers to the plans and procedures that the study will undertake to articulate research questions identify information needed for analysis, methods of collecting the identified data and the best possible technique for data analysis (Sekaran & Bougie, 2016). In this study, case study research design was used due to +its flexibility in data collection methods since researcher was confined in a single area being Jakaya Kikwete Cardiac Institute of which the use of research instruments was easier compared to others. There is also possibility of a much-focused study since a unit under the study was intensively studied. The fact that, researcher was able to verify information on the spot through observation and similarly, since the researcher becomes part of the unit of study, there was a possibility of having accurate information.

#### **3.3 Area of the Study**

This refers to the place where data were collected (Swami, 2002). This study was conducted at Jakaya Kikwete Cardiac Institute which is specialized public hospital

offering cardiovascular treatment and training located at Dar es Salaam region. The study area has been chosen because, like many other Public hospitals in Tanzania, JKCI has been also experienced employee engagement effects and the Institute has employed different measures to address employee engagement which has resulted to improved performance of the Institute which can be possible for to study how the Institute has successful managed to promote and maintained employee engagement. The other reasons of this choice was because the author is familiar with the Institutes' operations and the study participants were well within the author's accessibility for data collection.

### **3.4 Population of the Study**

This refers to the total number of objects that the researcher aims to undertake study on so as to generalize the findings (Kombo & Tromp, 2006). This is a set of people that researcher identified as appropriate population of the study. For this study an accessible population has been drawn from Jakaya Kikwete Cardiac Institute, where it was involving management, medical staff and non-medical staff where management team includes 13 and 297 staffs (both medical and non-medical staff).

### **3.5 Sampling Design and Sample Size**

#### **3.5.1 Sampling Design**

This is a step or process that will be used to obtain a desired unit for the study so as to achieve objectives of this study. The chosen group of units must have similar traits like those of the entire target population in order to ease the process of results generalization (Kothari, 2012). Convenience sampling methods was applied since its



units were easy to access and gives room for the researcher to select a certain number of units which he or she is interested and considered convenience for the study.

### 3.5.2 Sample Size

This refers to the number of items to be selected from the universe to constitute a sample. Mugenda (1999), the bigger the sample the bigger the sampling error and vice versa, hence it is important to obtain large sample as much as possible. A good sample size of the study should provide efficiency, reliability and flexibility. Creswell and Creswell (2017) also indicated that a reliable and efficient sample size depends on the estimate of the sample size required to reduce sampling error. The selected sample size had the level of certainty by making make sure that the level of certain characteristics of data collected represented the characteristics of the total population. After execution of the sampling process that best suited determination of sample size under this study only 80 individuals were taken as a sample of the study due to their accessibility and at the same time those who will effectively answer the research questions.

**Table 3.1: Target population and Sample Size**

SN	Directorate	Targeted population	Sample size
1	Nursing	128	26
2	Cardiology	40	10
3	Corporate Services	58	12
4	Cardiac Surgery	22	8
5	Clinical Support	30	12
6	Procurement Management Unit	12	3
7	Public Relation	2	1
8	Research and Prevention	2	1
9	ICT	12	4
10	Legal	1	1
11	Quality Assurance	1	1
12	Internal Audit	2	1
<b>Total</b>		<b>310</b>	<b>80</b>

**Source:** Researcher constructs, (2021)

### **3.6 Methods of Data Collection**

Data refer to the information gathered from the respondents for analysis (Kombo and Tromp, 2006). According to Kothari (2004) data collections instruments are tools used in getting and measuring research variables. Research used both primary and secondary data collection methods.

#### **3.6.2 Primary Data Collection Methods**

Primary data are the one, which collected for the first time, and thus are said to be original in nature Kothari (2004). They are referred to as firsthand information or raw data, which were collected direct from the study area. For this study, primary data have been obtained using structured questionnaire since they are aimed at getting original information from real sources. Questionnaires were regarded as the most appropriate means of gathering information. Questionnaires were administered to the sampled population to describe their thoughts in responding to research questions. In this study, questionnaires were used as the major tools/instruments for collecting data. Questionnaires were designed to answer the question of how employee's engagement impacts the performance of Jakaya Kikwete Cardiac Institute. Apart from being inexpensive, questionnaires were also a practical way to gather data as they can be targeted to groups of researcher's choose and managed in various ways.

#### **3.6.3 Secondary Data Collection Methods**

Secondary data refers to the data which have already been collected and analyzed by someone else and they are collected at second hand (Kothari, 2004) the researcher used secondary data as some information regarding the study have been found on organizational website, as well as unpublished journal and articles.

### **3.7 Reliability and Validity of Data**

#### **3.7.2 Validity**

This refers to the consistency of instruments of data collection giving accurate results over time. It indicates the degree to which an instrument measures what it is supposed to measure Kothari, (2004). It is all about the truth, authenticity and data relevance. Validity has been taken into consideration as questionnaire were designed by researcher on the basis of researcher's need in relation to the study topic and so brings advantages in the sense that, it measures exactly what the researcher intended to measure.

#### **3.7.3 Reliability**

According to Kothari, (2004), reliability is an estimate of the accuracy and internal consistency of a measurement instruments. It is about the degree in which measurement instruments measures what exactly supposed to measure without providing mixed results and bias. In this study, questions in questionnaires were designed taking into consideration the issues related to the problem and aim of the study as well as theories on the study. To counter the threats to reliability the researcher ensured that questionnaires error and bias were eliminated or minimized.

These may be caused by the number of questions or nature of questions asked for example, when employees give positive feedback because they are in a happy mood soon after receiving bonuses. Bias may be caused by given answers that they think the researcher wants to hear. Other threats to reliability are found in interpreting the questionnaire data as wrong interpretation may result in wrong conclusions.

### **3.8 Data Analysis and Processing**

According to (Kothari 2004) data analysis means transforming raw data collected from the field so as to obtain meaningful information to meet the objective of the study. Data processing implies editing, coding, classification and tabulation of collected data so that they are amenable to analysis (Kothari, 2010). Researcher interprets the data in accordance to the quality of arguments made rather than a quantity of respondents with the same opinions. Quantitative data have been entered and analyzed by the use of descriptive statistical technique with the help of Statistical Package for Social Science (SPSS).

### **3.9 Ethical Consideration**

To ensure this study was conducted under the guidelines, and ethical principles of conducting social science research, permit letter was obtained from the university asking permission to conduct the study at Jakaya Kikwete Cardiac Institute. Also questionnaire collected have been only used for the purpose of this study and not otherwise, obtaining respondents consent, voluntary participation, guarantee for confidentiality all information were protected.

## CHAPTER FOUR

### STUDY FINDINGS, DISCUSSION AND ANALYSIS

#### 4.1 Introduction

This chapter presents the findings and results of the study on research objectives with regards to data collected from respondents. The first section provides the background information of the respondents, section two present findings with respect to research objectives and the guiding research questions as outline in chapter one. The information in this chapter relied on collected questionnaires; qualitative data were analyzed using SPSS and Microsoft excel spreadsheet.

#### 4.2 Response Rate

A total 80 questionnaires were administered to the respondents, out of which only 60 questionnaires were filled and returned on time to the researcher. This indicates 75% response rate as shown in the Table 4.1.

**Table 4.1: Response Rate**

Questionnaire Issued	Questionnaire returned	Unreturned Questionnaires
80	60	20

Source: Research Data, (2021)

#### 4.3 Demographic Characteristic of the Respondents

Below are the participants' demographic details. This information's were gathered to gain an overall understanding of participant backgrounds. These factors were taken as a mediator variable which causes mediation in the dependent and the independent variables. In other words, it explains the relationship between the dependent variable

and the independent variable (Solutions, 2017). The items were population group, gender, age, level of education and years of service.

#### **4.3.1 Gender Distribution of the Respondents**

The study sought to determine gender of the respondent so as to ensure inclusive participation of the respondents. The findings established that 48.3% of the respondents were male while 51.7% were female as shown in the Table 4.2.

#### **4.3.2 Age Distribution**

The study also established the age of respondents; the findings established that, 21.7% of the respondents were in the age bracket of 20-29 years, 48.3% were in the age bracket of 30-39 years, 23.3% were in the age bracket of 40-49 and 6.7% were in the age bracket of 50-59 years as shown in the Table 4.2.

#### **4.3.3 Education**

Here, the study finding established that 3.3% of the respondents had Secondary education certificate, 40% had diploma, 30% had degree, 23.3 masters and 3.3 had PhD as shown in the table.

#### **4.3.4 Working Experience**

The study also intended to establish the working experience of the respondents, which helped to identify how long employees have stayed in their organization, which is easy to determine the level of turnover, which is likely to be the effect of inadequate employee engagement. Researcher found that, 51.7% of respondent had employees of Jakaya Kikwete Cardiac Institute for less than five years, 40% for 5-10 years and 8.3% for over 10 years as indicated in the Table 4.2.

**Table 4.2: Demographic Characteristic of the Respondents**

<b>Gender</b>	<b>Frequency</b>	<b>Percentage</b>
Male	29	48.3
Female	31	51.7
<b>Total</b>	<b>60</b>	<b>100</b>

<b>Age bracket</b>	<b>Frequency</b>	<b>Percentage</b>
20-29	13	21.7
30-39	29	48.3
40-49	14	23.3
50-59	4	6.7
<b>Total</b>	<b>60</b>	<b>100</b>

<b>Education level</b>	<b>Frequency</b>	<b>Percentage</b>
Secondary school	2	3.3
Diploma	24	40
Bachelor or Degree	18	30
Masters	14	23.3
PhD	2	3.3
<b>Total</b>	<b>60</b>	<b>100</b>

<b>Length of employment</b>	<b>Frequency</b>	<b>Percentage</b>
Less than 5 years	31	51.7
5-10 years	24	40
More than 10 years	5	8.3
<b>Total</b>	<b>60</b>	<b>100</b>

Source Research Data, (2021)

#### **4.4 Factors for Employee Engagement**

The respondents gave their rating on their experience of engagement by responding to what makes them feel engaged in their job within the Institute. Level of agreement which respondents were asked to rate were, extremely important, very important, moderate important slightly important and not important at all. The result of findings is as in the Table 4.3.

Table 4.3 shows the questions that were deployed to establish the influences of employee engagement at JKCI. For the purpose of this study, 9 elements were used to assess the levels of engagement. These were salary and other benefits, leadership, communication and feedback, performance management, compensation, career growth opportunity and retention. An understanding of the factors of employee engagement is very important to an organization as it reveals critical areas of concern to be addressed.

**Table 4.3: Factors for Employment Engagement**

Factors for employee engagement	Extremely Important		Very Important		Moderate Important		Slightly Important		Not important at all	
	n	%	n	%	n	%	n	%	n	%
Salary and other benefits	44	73.33	16	26.7	0	0	0	0	0	0
Leadership	18	30	37	61.7	5	8.33	0	0	0	0
Communication and Feedback	21	35	27	45	10	16.7	0	0	1	1.6
Performance management	17	28.33	27	45	16	26.7	0	0	0	0
Retention	6	10	24	40	23	38.3	7	2.8	0	0
Training and Development	39	65	16	26.7	5	8.33	0	0	0	0
Career growth opportunities	23	38.33	29	48.3	8	13.3	0	0	0	0
Equal opportunity	14	23.33	28	46.7	17	28.3	1	1.67	0	0
Compensation	23	38.33	34	56.7	3	5	0	0	0	0

Source: Research Data (2021)

As it can be seen participants had an overall positive response to the employee engagement factors of what influence their participation. In term of the spread of response, participants mostly frequently agreed with most of factors mention as engagement factors.



The majority (73.3%) indicated that the most important factors influence their engagement at JKCI is salary and other benefits was their commitment towards serving the organization. The other factors rated as very important and important are leadership, training and development and career growth opportunity.

Based on this interpretation of results, it is concluded that; training and development, compensation and reward, internal communication and leadership are factors strongly influence employee engagement at JKCI. It can also be said that some degree of employee engagement exists. Employees are satisfied with the level of communication and are generally happy with the support they are getting from their leaders and therefore are engaged. Employees felt that are made part of decision-making process and therefore are perceived as productive and engaged.

#### **4.5 Role of Leadership on Employee Performance**

The objective seeks to assess the role of leadership on employee performance at JKCI. Overall, the majority of participants had positive perception of their leadership. This is reflected in table 4.4 where 30% rated leadership has very high influence in employee performance and 61.7% high while only 8.3% rate that leadership has a moderate influence.

**Table 4.4: The Influence of Leadership Style as Employee Engagement Mechanism Toward Effective Performance**

<b>Level of agreement</b>	<b>Frequency</b>	<b>Percent</b>
Very high	18	30.0
High	37	61.7
Moderate	5	8.3
<b>Total</b>	<b>60</b>	<b>100.0</b>

Source: Research Data (2021)

Participated JKCI employees most strongly affirmed that their leaders communicated clearly on what their expectations of them when performing their duties. Engagement requires intentional efforts by the employer and starts from the top as when leaders are engaged it flows throughout the organization. Leaders who can cascade the vision and inspire others to exceptional performance is an equally important part of making employee engagement flourish in the organization. This is to conclude that, without leadership commitment and involvement the value of any engagement program is weak and there tends to be general lack of seriousness.

#### **4.6 Influence of Rewards and Compensation on Employee Performance**

Researcher sought to determine the influence of rewards and compensation on employee performance whereby respondents were asked to rate the influence of rewards and compensation such as recognition as well as salary and benefits on employee engagement toward effective performance.

Also if they are all aware that by performing outstandingly the Institute will recognize and rewards them accordingly. It comes as no surprise that, from the analysis, better rewards and compensation are associated with positive and significance rise likelihood of performance. Thus, the likelihood of being engaged is higher to the employees who work in the organization that have better reward and compensation system.

As seen in the Table 4.5; majority of respondents (56.7) agreed that rewards and compensation is very important, 38.3% extremely important while only 5% responded to be moderate important.

**Table 4.5: Influence of Rewards and Compensation on Employee Performance**

<b>Level of Agreement</b>	<b>Frequency</b>	<b>Percentage</b>
Extremely important	23	38.3
Very important	34	56.7
Moderate	3	5.0
<b>Total</b>	<b>60</b>	<b>100.0</b>

Source: Research data (2021)

#### **4.7 Role of Training and Development on Employee Performance**

The study also sought to establish the influence of employee training on employee performance. In an attempt to find out the role of training and development on employee engagement towards organizational performance, the result obtained from data analysis indicated that majority of respondent 51.7% agreed that training and development has a very high role in employee performance, 36.7% high while only 11.7% responded that their role of training and development in employee's performance is just moderate.

The result indicates that, training and development are very important factors to employee engagement in large extent. Employee responded training as an important factor since it will enable them in their career growth but also on their payment rates which will the improve employee level of satisfaction and engagement at work place. As JKCI effort to advocate training to their employee to acquire specialized skills, it also shapes the organizational performance by having qualified number of specialist and super specialist in provision of cardiovascular treatment but also to achieve the Institute's strategic objectives. This concludes training as a pertinent to employee engagement.

**Table 4.6: Role of Training and Development on Employee Performance**

<b>Level of Agreement</b>	<b>Frequency</b>	<b>Percent</b>
very high	31	51.7
High	22	36.7
Moderate	7	11.7
<b>Total</b>	<b>60</b>	<b>100.0</b>

Source: Research Data (2021)

Respondents were also asked if the Institute's management provide employees with opportunity to improve their skills and competency through different trainings. Whereas 41.7% of the respondents strongly agree, 41.7%, 15% neutral and only 1.7% disagree as presented in table 4.4. This shows that employees are getting different trainings towards their performance but also the Institute recognizes the role of training and development in employee's performance. This indicate that, the institute recognize the role of training not only long term training but even short term training such as seminar, workshops, CME, and conferences as well which are helpful in helping employee to build capacity in improving the organizational performance.

**Table 4.7: Level of Management Support with Opportunity to Improve Skills and Competency through Trainings**

<b>Level of agreement</b>	<b>Frequency</b>	<b>Percent</b>
Strongly agree	25	41.7
Agree	25	41.7
Neutral	9	15.0
Disagree	1	1.7
<b>Total</b>	<b>60</b>	<b>100.0</b>

Source: Research Data (2021)

#### **4.8 The Influence of Internal Communication on Employee Performance**

The study intended to establish if there is a positive influence internal communication and employee performance. Respondents were asked how they rate the influence of

communication as employee engagement mechanism for effective performance, if the Institute shares information regarding emerging issues and if the management provides feedback to employees regarding their performance. Regarding the influence of internal communication 38.3% of respondents rated there is very high influence, 53.3% high, while 8.3% as shown in the Table 4.8.

**Table 4.8: Influence of Internal Communication on Employees' Performance**

<b>Level of Agreement</b>	<b>Frequency</b>	<b>Percentage</b>
very high	23	38.3
High	32	53.3
Moderate	5	8.3
<b>Total</b>	<b>60</b>	<b>100.0</b>

Source: Research Data, (2021)

The study also intended to establish if JKCI provide performance feedback to their employees while investigating the influence of internal communication on employee performance. 25% of the respondents strongly agreed that their leaders provide performance feedback, 50% agreed, 23.3% were neutral while 1.7% disagreed. The results show that, communication and leadership channels increase engagement and employee's performance.

This indicates that communication in the organization may be perceived by managers as a solely to-down, with the little room for bottom-up communication. JKCI seems to have a proper mechanism and habits to provide feedback to their employees as the way to improve their performance, which is highly considered as the way to make employee engaged.

**Table 4.9: Leaders' Feedback on Performance Expectation Standards**

<b>Level of Agreement</b>	<b>Frequency</b>	<b>Percentage</b>
Strongly agree	15	25
Agree	30	50
Neutral	14	23.3
Disagree	1	1.7
<b>Total</b>	<b>60</b>	<b>100</b>

Source: Research Data, (2021)

The researcher then asked the respondents which reason will make them willing to leave JKCI. 55% of the respondents indicated that they will quit JKCI when they will get better salary outside, 6.7% poor leadership style, 18.3 training and development opportunity, 11.7% poor working environment, 5% career growth and opportunity, 1.7% flex working hours and 1.7% equal opportunity. The findings revealed that good salary, benefits, conducive working environment training and developments are among strong strategies for the institute to retain the most valuable and talented employees. From this result it can concluded that organization performance is highly depend on engaged employees who can work willingly towards the achievement of the organization.

The study established that, sustainable employee engagement is a significance influence of retention. As a result, it was evidenced that an increase of employee's engagement mechanism in the hospital would significantly lead to increase in job performance. A happy and hardworking employees will always feel engaged with their roles and duties in the organization as such, has been always improving the JKCI performance.

**Table 4.10: Factors for Employees to Leave JKCI**

<b>Reason</b>	<b>Frequency</b>	<b>Percentage</b>
Salary and Benefits	33	55.0
Leadership style	4	6.7
Training and development	11	18.3
Working environment	7	11.7
Career and growth opportunity	3	5.0
Equal opportunity	1	1.7
Flex working hours	1	1.7
<b>Total</b>	<b>60</b>	<b>100.0</b>

Source: Research Data (2021)

#### **4.9 Level of Employee Engagement**

Researcher intended to assess employee level of engagement, respondents were asked to rate the level of agreement on the statement regarding employee engagement at Jakaya Kikwete. The respondents gave their experience and level of agreement at work on basis of 13 items. These items were operationalized from the key indicators. Results showed that there is correlation between the asked items and the Institute's performance. In view of these responses, it is concluded that, JKCI employees exhibit satisfactory characteristics of an engaged workforce. Most of the respondents answered positively to the questions that tested awareness of the impact of their activities and attitudes towards organization performance.

The findings also revealed that respondents were aware on level of engagement in the Institute. Much of the works they do every day have a positive working relationship with colleagues. Employees are aware if they work hard how successful they will contribute to the organization success. Respondents also responded that in adding

value to the organization they can even work beyond normal working hours even when they are not paid overtime.

**Table 4.11: Level of Employee Agreement on Employee Engagement**

Level of employee engagement	Strongly agree		Agree		Neutral		Disagree		Strongly disagree	
	n	%	n	%	n	%	n	%	n	%
The management provides feedback on time which improves my performance	21	35	27	45	12	18	0	0	0	0
I see professional growth and career opportunities for myself in this Institute	19	31.7	37	61.7	4	6.7	0	0	0	0
I am proud to work with my organization	50	83.3	10	16.7	0	0	0	0	0	0
My behavior reflects good image of my organization	43	71.7	16	26.7	1	1.7	0	0	0	0
I see myself working in this organization as long as opportunity exists due to its health environment.	28	46.7	32	53.3	0	0	0	0	0	0
The organization has a clear leadership policy that recognizes the inputs of each employee	21	35	25	41.7	13	22	0	0	0	0
The Institute always shares information regarding emerging issues in the organization, which shows how valuable employees are.	19	31.7	31	51.7	10	17	0	0	0	0
Management provides us with opportunity to improve our skills and competency level through different trainings.	25	41.7	25	41.7	10	17	0	0	0	0
My leader always gives feedback on performance expectation standards	15	25	30	50	15	40	0	0	0	0
My leaders always treats all employees equally	12	20	29	48.3	19	32	0	0	0	0
I believe if I perform outstandingly my organization will recognize and reward me accordingly	23	38.3	29	48.3	8	13	0	0	0	0
I understand how my work contributes to my organization success	44	73.3	16	26.7	0	0	0	0	0	0
I can work overtime to accomplish my tasks even when am not paid overtime	27	45	26	43.3	7	12	7	12	7	12

Source: Research Data (2021)



The findings in this part also revealed the extent to which JKCI practice the factors for employee engagement, which are believed to make an employee be engaged in the organization. The findings also have revealed that, the JKCI performance in provision of cardiovascular treatment, training and research in Tanzania is the result of engaged employees who are ready to devote their effort in the organization. Employees are clear with the organization objectives; they are aware if they work hard the Institute will also recognize their work hard by rewarding.

Despite rewards and compensation were identified as a significance level of engagement, the result showed that employees are also aware on non-monetary influence of engagement toward their performance and good remuneration is not enough to demonstrate employee performance.

#### **4.10 Discussion of the Findings**

##### **4.10.1 Influence of Rewards and Compensation on Employee Performance**

In this research, reward and compensation was pointed out as factor, which to a large extent contribute to employee engagement as well as organization performance. The findings suggest that the level of engagement of employee depends on their level of remuneration. Poor remuneration would lead to employee dissatisfaction and subsequent lack of motivation. This in turn contributes to the disengagement to employees and poor performance as well. This has been also supported with the study conducted by Singh (2018) about employee engagement and organizational performance who suggested that low engagement affects commitment and motivational level of staff. Whereas, employees do not work for remuneration alone, it can be argued that, pay and benefits are important determinants of employee

motivation. Rewards and compensation further explains the reason for staff retention in public hospitals in Tanzania.

The findings of this study means that, organizations should ensure there is high level of employee's rewards and compensations in improving organizational performance, from the analysis, employees feel more engaged when they are assured with good compensation packages. Public hospitals need to establish rewards packages that can enhance satisfaction level of employees.

#### **4.10.2 Role of Training and Development on Employee Performance**

Training and development as well as career path were also rated as factors for employee engagement and organizational performance to large extent. Training is associated with imparting new skills, which prepare employees to handle job requiring more responsibility. JKCI has invested on employee training to equip the employees with new skills in offering cardiovascular services in Tanzania as well as in Africa. Training may also be associated with engagement because of its ability to motivate employees and make them feel valued and appreciated. Trainings are not only concerned with current performance but also, to make employees more competitive.

The findings concur with Mkoma (2014) on her study about the issues of employee engagement in Lushoto District in Tanzania she concludes training as a significance influence on employee engagement should be considered in process of empowering employees in order to keep them focused to their work. Training is an important factor which improves services delivery and accuracy and therefore has an impact services delivery and performance of the organization. This is also in support by Burhan

(2018) who concluded that, management should support employees to attend different trainings such as on job trainings, CME and sponsorship for postgraduate studies so as to make employees engaged and also to improve organizational performance. The finds established that, training and development has major impact on employee performance in the Institute, thus the Institute should strive in maintaining training activities by ensure there is sufficient budget for employee to participate in various training opportunities.

#### **4.10.3 Role of Leadership on Employee Engagement**

Overall majority of participants had positive perception on their leaders; employees most strongly affirmed that their leaders communicated clearly what is expected from them when performing their duties. In support this conclusion is Burhan (2018) who observed leadership as key driver for employee engagement by indicating the role of management in promoting employee engagement and organization performance as well, employee should be recognized, involved in decision making. Management should ensure retention; provide benefits and transparency to improve performance.

#### **4.10.4 Influence of Internal Communication on Employee Performance**

The findings reveal that, there is a positive relation between internal communication and employee performance. Employee are satisfied with the level of communication in the Institute thus there is a good relationship that exist between communication and employee engagement; this agrees with findings by Ngoisa (2015) that internal communication positively correlates employee engagement. Communication channel should be a two-way channel to avoid negative effect on employee vigor as manager should perceive communication whether meetings, calls or email completely relative

to their work and take up all necessary actions as needed. In JKCI it was revealed that employees are given feedback on their performance, there is having information habit to ensure organization performance. Most employees felt that, they are made part of the decision-making process and therefore are perceived as productive and engaged.

## **CHAPTER FIVE**

### **SUMMARY, CONCLUSION AND RECOMMENDATIONS**

#### **5.1 Introduction**

This chapter summarizes the findings, put forward conclusion of the gathered results during the study, implication of the study, recommendations for the Institute to improve its employee engagement periodically and areas not covered in this study that may call for further studies.

#### **5.2 Summary of the Main Findings**

The main purpose of this study was to assess the factors affecting employee engagement towards effective performance in public hospitals in Tanzania. This study was guided by the following research questions: what is the role of leadership on employee performance? What is the influence of rewards and compensation on employee performance? What is the role of training and development on employee performance? What is the influence of internal communication on employee performance?

This study showed that JKCI is doing great in engaging employees, as the management and employees felt that the organization has put in place effective employee management strategies to ensure effective organization performance. The independent variables found to be statistically significant in making the organization performance effective.

It was established that, rewards and compensation was the largest contributor factor to employee engagement, other factors contributed to employee engagement to large

extent were also identified being training and development, leadership style, career growth and opportunity, communication and feedback which are largely contributing to effective organization performance. The Institute values training and development to their employees as one of the objective towards its vision of becoming international accredited Institute offering cardiovascular treatment, research and training.

The findings also showed that, most of the participants were involved on the core business activities at JKCI. This was an indication that their performance level directly impacted on the Institute. Most of participants were technically or professionally qualified which was an indication that they had some span of control within the organization. The findings indicated a high degree of employee commitment and performance among participants. This illustrates an empirically proven relationship between the two variables.

### **5.3 Implications of the Findings**

This study aimed at assessing the factors for employee engagement for effective organizational performance. The outcome of this study will contribute to theoretical development; the useful findings produced can be utilized by Public Hospitals Directors or Management towards the development and implementation of practice of employee engagement that will lead to improved Hospital performance, in this time of Pandemic COVID-19, hospital should keep employee motivated, stimulated, committed satisfied and blissful in this tough time. Employee engagement to be aligned with organizational policies and strategies to recognize the various facets that motivate and derive employee engagement in organization as engaged employees achieve objective very smoothly.

Also, on applicability, effectiveness of organization cannot rely on people alone but also with other resources, which will make more useful and satisfied in their workplace. Public hospitals need sufficient budget and modern equipment's to make employee working environment suitable.

#### **5.4 Conclusion**

The study shows that the findings on the factors for employee engagement for effective performance that exist at JKCI lead to conclusion that, training and development, internal communication, rewards and compensation as well as leadership style are some of the engagement factors that an organization can put in place in order for the employee to feel engaged. The study shows that JKCI has well able leaders in top management who have steered the organization in the right direction as they lead by aligning employees to the vision and goals of the Institute.

The impacts of employee engagement on performance were found to be positive. JKCI involve most of its employee on strategy formulation for the Institute. There is a clear link of the roles of employees which is tied to the overall goals of the organization; employees at JKCI have been empowered by ensure there is proper communication flow between management and employees. Therefore, all employees have the right tools and resources needed for their jobs. It can therefore be concluded that, employee engagement leads to increased employee commitment and thus increase organizational performance.

#### **5.5 Recommendations**

Based on the study conducted the following are the recommendations to the other public hospitals in Tanzania and to JKCI for improvement.

### **5.5.1 Recommendation to the other Public Hospitals in Tanzania**

The government of Tanzania has been keen on implementation of modern result performance management in public institutions to improve services delivery, which is highly implemented by employees. But without a viable system to maintain high level of engagement, commitment will fall shortly. Once public servants are more engaged the result based management can be more fruitful. Researchers have established greater outcomes where employees were highly engaged. Although venturing into employee engagement process may be costly there is high turn on the investment that makes it necessary to attempt.

Public hospitals should allow its employee to make inputs in decision making in the organization. Otherwise if there is a lack of communication flow in the organization between top management and employees, poor decision making and lack of employee empowerments, this would greatly affect the organization performance.

### **5.5.2 Recommendation to JKCI**

Employee engagement has a positive impact on JKCI performance; to enhance this management at JKCI should enhance and strengthen its engagement strategies to the employees through awareness creation so that as employee continue performing their daily functions they may feel proud of working in that organization and discharge their daily duties in their right manner. This is important since employee engagement is not a one-time task but to should be maintained as long as the organization is aiming to perform effectively. JKCI should publish about employee engagement and when possible also to disseminate the findings to the employee and to the public. The strategies which are used in the Institute should be sustainable to ensure employee



retention as the Institute offers specialized services. Training should be highly considered to ensure enough number of qualified employees.

Employee engagement has positive impact at JKCI, to enhance this management, JKCI should enhance and strength its engagement strategies to the employee through awareness creation so as employee continue to perform their daily functions they may feel proud of working in their organization and discharge their daily duties in the right manner.

### **5.6 Limitations of the Study**

One of the main limitation of this study emanated from the sampling technique used which is non-probability purposive sampling approach, which was not possible to generalize the result of this study to a large population. The other limitation was that, the scope of this study was focused on one organization, that is, a public hospital, Jakaya Kikwete Cardiac Institute. This limited the variability and richness of data collected as well as statistical venerability of the results.

### **5.7 Recommendation for Further Studies**

Based on the research findings, I recommend that, further studies be conducted on relationship between employee engagement and organization performance. Since this was a case study, which focused only in one organization being a public hospital, other scholars may focus on other public sector and come up with findings which then will be easy for generalization. There is also need for further research on applicability of maintaining work-life in the face of business streamlining labor and most of the companies are operating with barely minimum staff numbers or lower than

requirement, the challenge of economic environment demands companies to achieve more with fewer resources. There is a need to explore more on how companies can achieve employee engagement in such environment.

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## APPENDICES

### Appendix 1. Questionnaires

The questionnaire to obtain information on factors affecting employee engagement toward effective performance at JKCI (Jakaya Kikwete Cardiac Institute); you are hereby requested to participate by providing comprehensive and accurate information regarding each question.

All information gathered will be treated with utmost confidentiality. The information is for academic purpose only.

A. Please tick where appropriate.

1) Sex: Male (  )      Female (  )

2) Age: a) 20-29(  )      b) 30-39 (  )      c) 40-49 (  )      d) 50-59 (  )      e)  
above 60 (  )

3) What is your level of education?

a) Secondary school (  )

b) Diploma (  )

c) Bachelor Degree (  )

d) Masters (  )

d) PhD (  )

Others (  ) specify.....



4) How many years have you worked with your organization?

a) Less than 5 years ( )

b) Between 5-10years ( )

c) More than 10 years ( )

5) Position in your organization: .....

B. Indicate appropriately with a tick or writing appropriate number to show your level of agreement with the following statements regarding employee engagement.

1- Strongly agree, 2-agree 3- neutral, 4- disagree 5- strongly disagree

SN	Statements	Level of Agreement				
		1	2	3	4	5
1	The management provides feedback on time which improves my performance					
2	I see professional growth and career opportunities for myself in this Institute					
3	I am proud to work with my organization					
4	My behavior reflects good image of my organization					
5	I see myself working in this organization as long as opportunity exists due to its health environment.					
6	The organization has a clear leadership policy that recognizes the inputs of each employee					
7	The Institute always shares information regarding emerging issues in the organization which shows how valuable employees are.					
8	Management provides us with opportunity to improve our skills and competency level through different trainings.					
9	My leader always gives feedback on performance expectation standards					
10	My leaders always treats all employees equally					
11	I believe if I perform outstandingly my organization will recognize and reward me accordingly					
12	I understand how my work contributes to my organization success					
13	I can work overtime to accomplish my tasks even when am not paid overtime					

1. How would you rate the influence of rewarding as employee engagement mechanism toward effective performance?  
Very high ( ) High ( ) moderate ( ) low ( )
2. How would you rate the influence of training and development as employee engagement mechanism toward effective performance?  
Very high ( ) High ( ) moderate ( ) low ( )
3. How would you rate the influence of equal opportunity as employee engagement mechanism toward effective performance?  
Very high ( ) High ( ) moderate ( ) low ( )
4. How would you rate the influence of performance management as employee engagement mechanism toward effective performance?  
Very high ( ) High ( ) moderate ( ) low ( )
5. Please rate to which extent the following aspects makes you feel engaged in your job within your organization.

SN	factors	Level of Agreement				
		1Extremeely Important	2-Very Important	3 Moderate Important	4-Slightly Important	5-Not important at all
1	Salary and other benefits					
2	Leadership					
3	Communication and Feedback					
4	Performance management					
5	Retention					
6	Training and Development					
7	Career growth opportunities					
8	Equal opportunity					
9	Compensation					

6. Which of the following will be the main reason for you to leave JKCI (tick only one)
- (i) Salary ( )
  - (ii) Leadership ( )
  - (iii) Performance Management ( )
  - (iv) Good relationship with coworkers ( )
  - (v) Training and development ( )
  - (vi) Working environment
  - (vii) Career and growth opportunity
  - (viii) Equal opportunity
  - (ix) Work life balance
  - (x) Flex working hours

**Thank you**