

**ASSESSMENT OF IMPACT OF EMPLOYEE ENGAGEMENT ON  
ORGANIZATION PRODUCTIVITY: A CASE OF MASASI-NACHINGWEA  
WATER SUPPLY AND SANITATION AUTHORITY**

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**A DISSERTATION SUBMITTED IN PARTIAL FULFILMENT OF THE  
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MANAGEMENT  
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**2025**

### **CERTIFICATION**

The undersigned certifies that she has read and hereby recommends for acceptance by the Open University, a dissertation titled; “*Assessment of Impact of Employee Engagement on Organization Productivity: A Case of Masasi-Nachingwea Water Supply and Sanitation Authority*”, in partial fulfillment of the requirements for the Degree of Master of Human Resource Management (MHRM).

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**DEDICATION**

I dedicate this dissertation report to my family members particularly my father Zuberi and my children Elian and Elionora Aron.

## **ACKNOWLEDGEMENTS**

First of all, I would like to thank my Almighty God for protecting me and providing me with health and ability to accomplish this study, all thanks to my Almighty God. Also, I would like to extend my greatest appreciations and gratitude to my research supervisors Prof. Saganga Kapaya and Dr. Janeth N. Isanzu for the assistance they have offered from the beginning to the end of this study. Their support through comments, directives and encouragements was crucial towards accomplishment of this study in the mostly acceptable manner.

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## ABSTRACT

The study was conducted to assess the impact of employee engagement on organizational productivity. The study contained four specific objectives which were; to determine the levels of employee engagement and organization, to examine the effect of employee involvement on organizational productivity, to examine the effect of job satisfaction on organizational productivity, and to examine the effect of recognition and rewards on organizational productivity at Masasi-Nachingwea Water Supply and Sanitation Authority. The research philosophy employed in the study was positivism while the research approach adopted was deductive strategy. The explanatory research design was preferred in the study while the study population encompassed the MANAWASA staff. Purposive sampling technique was used in the study while the sample size of the study was 164 respondents. Data were collected through the questionnaire method and analyzed using descriptive statistics and inferential statistics, particularly regression analysis. The findings revealed that employee engagement is associated with increased organizational productivity. Also, findings revealed that employee involvement is positive and significant hence associated with increased organizational productivity. Furthermore, the findings revealed that job satisfaction is positive and significant hence associated with increased organizational productivity. Finally, the findings revealed that recognition and rewards is positive and significant hence associated with increase organizational productivity. The study concluded that organizational productivity is influenced by employee engagement, employee involvement, job satisfaction and recognition and rewards. The study recommended that management should ensure effective engagement, involvement and provision of rewards and recognition to employees.

**Keywords:** *Employee engagement, employee involvement, organizational productivity, job satisfaction*

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**LIST OF ABBREVIATION**

KMO	-	Kaiser-Meyer-Olkin
MANAWASA	-	Masasi- Nachingwea Water Supply and Sanitation Authority
MHRM	-	Master of Human Resource Management
PhD	-	A Doctor of Philosophy
SPSS		Statistical Package for social science

## **CHAPTER ONE**

### **INTRODUCTION**

#### **1.0 Overview**

This chapter includes a summary and problem formulation, comprising the study's background, problem statement, research objectives, research questions, importance of the research being conducted, and study area.

#### **1.1 Background of the Study**

Employee engagement is widely acknowledged as a crucial determinant of organizational success and productivity. Engaged employees are typically more committed to their work, exhibit higher levels of motivation, and contribute positively to the organization's goals. This connection is particularly vital as it fosters a deeper relationship between employees and their work, enhancing overall organizational performance (Harter et al., 2019). However, when employees feel disengaged or undervalued, the repercussions can be severe, leading to decreased productivity, poor service delivery, and increased turnover rates (Quraishi & Sadath, 2024).

As in the context of the Ministry of Water sector, MANAWASA doing great work to improve water service and advance their employee performance through an established strategic business plan, incentive scheme, and internal regulations and policies; Despite the efforts made to improve the service but still challenges increasingly whereby the employee's feel of disengagement has resulted in a noticeable decline in professionalism, with employees fearing to communicate



openly with leadership about their concerns (James, 2023). The deterioration in service quality has subsequently led to a rise in customer complaints, further worse the situation as management blames the workforce for the decline, while employees, in turn, blame management for failing to address their concerns. This cycle of mistrust and dissatisfaction has had a tangible impact on the Authority's overall productivity (ibid).

The importance of employee engagement has only grown in the contemporary business environment, where rapid advancements in digital technologies are driving organizations to prioritize workforce engagement. The link between engagement and productivity is well-documented, with engaged employees not only showing high levels of motivation but also a strong commitment to their roles and the organization, optimizing the use of human resources (Harter et al., 2019). Effective engagement establishes a profound bond between employees and their tasks, promoting a feeling of significance and inclusion.

Research worldwide underscores the essential function of perceived corporate support in augmenting employee productivity. It is characterized as employees' view of the degree to which the organization appreciates their efforts and wellness (Bonaiuto et al., 2021). Empirical evidence suggests that when employees feel supported, their job satisfaction and productivity improve (Li & Mohamed, 2022). Despite this, there remains a significant gap in research regarding the impact of family resource spillover on employee productivity. Family resource spillover concerns how family life influences work performance and engagement (Bernik,

2021). This aspect has received limited attention, particularly in exploring how family-friendly policies might enhance work productivity by improving work-life balance.

This study will utilize Social Exchange Theory to solve the research gap, positing that relationships are founded on reciprocal exchanges, wherein employees' views of organizational support affect their work mindsets and actions (Blau, 1964). This theoretical framework will guide the investigation into how family resource spillover affects work productivity. Key variables include job satisfaction, employee involvement, employee engagement, and rewards and recognition, all of which are critical to understanding how family-friendly practices can enhance employee engagement and overall organizational productivity.

Despite the recognized importance of work engagement, many organizations struggle with low engagement levels. A 2019, Gallup survey revealed that only 15% of employees were actively engaged globally, with many either disengaged or actively disengaged (Patro, 2019). High-performing companies, however, report significantly higher engagement rates. In light of these considerations, this research endeavors to assess the impact of employee engagement on organizational productivity, focusing on the case study of MANAWASA in the Masasi district of the Mtwara region.

## **1.2 Statement of the Problem**

Employee engagement is a recognized determinant of organizational success and output, as engaged individuals exhibit enhanced dedication, motivation, and connection with company objectives (Harter et al., 2019). However, the Authority

under this study facing significant challenges that are undermining these positive outcomes. For instance, at MANAWASA there are growing disengagement that has led to a decline in professionalism, with staff increasingly hesitant to communicate openly with leadership about their concerns. The subsequent drop in service quality has resulted in a surge of customer complaints, exacerbating the situation. Management has responded by blaming the workforce, while employees attribute the issues to management's failure to address their needs (James, 2023).

The importance of employee engagement is more critical than ever in the current changing business environment which is driven by technological changes. Organizations that prioritize workforce engagement are better positioned to optimize human resources, leading to improved productivity and success (Harter et al., 2019). Despite this, the institution in question continues to struggle with significant employee disengagement, which is detrimentally affecting both its productivity and the quality of services offered.

Given the context of MANAWASA, there is a pressing need to investigate the underlying causes of employee disengagement and its impact on organizational productivity. Understanding these factors is crucial for developing strategies that can enhance employee engagement, thereby improving productivity and restoring a positive work environment. This study aimed to address these issues by utilizing Social Exchange Theory to examine how key factors such as job satisfaction, employee involvement, employee engagement, rewards and recognition influence the productivity of the Authority. The objective is to provide actionable insights that

can help reverse the current negative trends and foster a more engaged and productive workforce.

### **1.3 Research Objectives**

#### **1.3.1 General Research Objective**

The primary aim of the research was to evaluate the influence of staff engagement on productivity at work.

#### **1.3.2 Specific Research Objectives**

- a. To determine the levels of employee engagement and organizational productivity at Masasi-Nachingwea Water Supply and Sanitation Authority.
- b. To examine the effect of employee involvement on organizational productivity at Masasi-Nachingwea Water Supply and Sanitation Authority
- c. To examine the effect of job satisfaction on organizational productivity at Masasi-Nachingwea Water Supply and Sanitation Authority.
- d. To examine the effect of recognition and rewards on organizational productivity at Masasi-Nachingwea Water Supply and Sanitation Authority.

### **1.4 Significance of the Study**

The study has practical significance because it provides actionable insights for managers and leaders. By understanding how engagement influences productivity, organizations can implement targeted strategies to enhance employee motivation, reduce turnover, and improve overall performance. This can lead to increased efficiency, higher quality outputs, and a more positive work environment, directly affecting the organization's bottom line and competitive advantage. The study also

will contribute to the broader understanding of organizational behavior and human resource management. It helps to build and refine theories related to motivation, job satisfaction, and performance. The study provides empirical support for existing theories or leads to the development of new theoretical frameworks that explain the relationship between employee engagement and productivity, enriching academic literature. Moreover, the study lies in validating or challenging existing assumptions and hypotheses with real-world data. Empirical findings informs best practices and policies, guiding organizations in designing effective engagement initiatives. It also helps in benchmarking and identifying factors that most significantly drive productivity, leading to more informed decision-making based on evidence rather than intuition or anecdotal evidence.

### **1.5 Scope of the Study**

This study covered MANAWASA the Water supply and sanitation Authority under Ministry of Water in Tanzania. MANAWASA selected in this study because provides water service to more than four Districts and the research assessed the impact of MANAWASA employee engagement on organizational productivity. A total of 164 employees were studied, and the study was conducted over a five-month period.

### **1.6 Organization of the Study**

The whole study is organized as follows; the first chapter typically introduces the topic of study, providing background information, context, and motivation for the research or study. The second chapter explores the current literature pertinent to the

subject matter. It offers an exhaustive analysis and integration of pertinent literature, encompassing theoretical frameworks, empirical research, and academic discussions. Chapter three delineates the approach utilized to execute the study. Chapter four delineates the findings and engages in a discussion of those findings, whilst chapter five offers a summary, the final analysis, and recommendations of the study.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.0 Overview**

This chapter discusses the documented resources related to the impacts of employee engagement on organizational productivity. Numerous empirical researches have been reviewed to determine relevant variables, and definitions of key terms, strengthen the reliability of this theoretical model, and highlight the research gap.

#### **2.1 Definition of Key Terms**

##### **2.1.1 Definition of Employee Engagement**

The concept of employee engagement and commitment is relatively new but has gained popularity as a way to understand employee attitudes towards their work and employer. Employee engagement encompasses the emotional dedication and active participation that employees demonstrate toward their work and organization. It includes elements like workplace culture, communication, managerial approaches, trust, respect, and leadership. Engaged employees collaborate with colleagues to enhance job performance, positively impacting organizational profitability (Mansor & Hashim, 2023). This study defines Employee engagement as the state of making workforce have a voice in the workplace and feel free to express their opinions to improve and enhance performance without fear or embarrassment.

##### **2.1.2 Organizational Productivity**

Organizational productivity denotes the efficiency and efficacy with which a company transforms inputs into outputs, encompassing elements such as personnel

performance, creativity, and output quality (Gouda & Tiwari, 2022). High productivity occurs when all components of a business collaborate to attain exceptional outcomes (Eyenubo, 2013). This study defines organizational productivity as an institution's capacity to enhance quality and efficiency across diverse resources, such as providing superior service to both internal and outside consumers and increasing income generation.

### **2.1.3 Employee Involvement**

Employee involvement in organizational productivity refers to the active participation of employees in various aspects of the organization's operations and decision-making processes. It emphasizes empowering employees to contribute their ideas, skills, and efforts to enhance efficiency and overall performance (Ahmed, 2019). The study defines Employee involvement as the condition where an employee is involved in key areas concerning the development of the institution where they work.

### **2.1.4 Job Satisfaction:**

Job satisfaction denotes the extent of contentment employees experience regarding their job responsibilities, work environment, and corporate culture. Elevated job satisfaction correlates with heightened drive, dedication, and performance, collectively augmenting the efficiency of organizations (Baxi & Atre, 2024). This study defines Job satisfaction as the state where an employee is satisfied with the actions of their colleagues or the institution they serve at that moment, or with the enabling and attractive environment that support them to continue working there.



### **2.1.5 Recognition and Rewards:**

Recognition and rewards in organizational productivity refer to acknowledging and rewarding employees' contributions and performance. Efficient reward and recognition systems enhance morale among workers, motivation, and engagement, resulting in increased individual and company efficiency (Kerketta & Chauhan, 2023). The study defines Recognition and rewards as refers to all the things or resources given to an employee to satisfy them, which ultimately become motivation to enhance their daily performance, foster professionalism within the organization, and improve the standards of excellent performance.

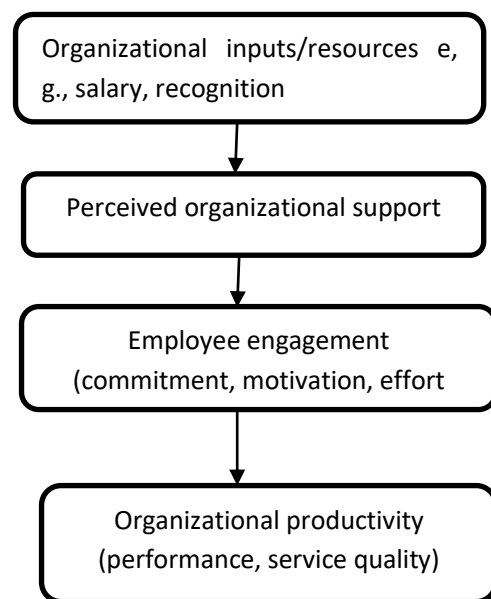
## **2.2 Theoretical Literature Review**

### **2.2.1 Social Exchange Theory**

This theory is rooted in both psychological and management concepts, drawing from the work of Homans (1998). It posits that a society comprises various classes of people engaged in exchanges. The theory evolves from interactions involving two or more parties participating in activities related to goods or services, resulting in varying levels of rewards and benefits. In a workplace setting where employees come from diverse cultural backgrounds and possess different values, and the organization itself has its unique culture, employees must adapt and align with the organizational culture while embracing its values in the market (Nickerson, 2023).

MANAWASA, which encompasses interactions between top management, junior officers, and customers, emphasizes that the relationships established among them should contribute to the organization's long-term performance (Prizer et al., 2017). Consequently, organizations must implement policies, such as employee

engagement, to enhance employees' understanding within the organization. Failure to provide these resources may lead to employees disengaging from their work. While the theory primarily focuses on rewards and neglects cultural contexts and variations, it is relevant to the study because it underscores the importance of employee engagement resulting from socialization (Nickerson, 2023). This, in turn, enhances employee satisfaction through involvement in decision-making processes within the organization. In light of these complexities, employee engagement emerges as a valuable strategy to unite employees through organizational culture, fostering a sense of belonging and meaningfulness within the organization (Prizer et al., 2017).



**Figure 2.1: Social Exchange Theory Model Framework**

### **2.2.2 Strengths and Weakness of Social Exchange Theory**

Social Exchange Theory (SET) offers robust strengths for analyzing employee engagement in industries such as Tanzanian water management. SET's core principle

of reciprocity highlights that when employees feel their efforts are recognized and rewarded, they reciprocate with higher levels of engagement, thereby enhancing productivity and overall organizational success (Cropanzano and Mitchell, 2005). Additionally, Social exchange theory stresses the significance of Perceived Organizational Support (POS), where employees' belief in the organization's appreciation of their contributions fosters active engagement and commitment (Alnajim, 2021). Supported by empirical research, Social Exchange Theory provides a structured framework for organizations to improve engagement by focusing on factors such as job satisfaction, recognition, and productivity (Murphy, 2024). In the Tanzanian water industry, applying Social Exchange Theory can facilitate the development of tailored engagement strategies that not only enhance business performance but also sustain employee well-being in culturally and contextually relevant ways. Theory asserts that social conduct comes from an exchange process aimed at maximizing advantages and minimizing costs (Alnajim, 2021). Despite its strengths, the theory also encompasses weaknesses, including the assumption that individuals consistently act rationally to maximize their benefits. Due to biases, emotions or social influences then some of the people act irrationally (Murphy, 2024).

According to the Blau, (2017), stated that SET do not adequately account for the context in which exchange occur. Situational, organizational and Cultural factors can significantly motivate social exchanges but always overlooked. SET also doesn't sufficiently address the power variation in relationships with organization (Blau, 2017). Power imbalances within the organizational can significantly affect the

exchange and employee engagement (Blau, 2017). The researcher chooses the SET on her study because emphasizes reciprocal relationships which is the area to understanding the employee engagement in different responsibilities within organization. For the organization to have a high productivity there is a need to engage employees to reciprocate organizational support (Blau, 2017). SET helps analyze the motivational aspects of employee behavior which help the organization to understand what the employees are looking for and at what cost do they want so that can be avoided, SET can guide the strategies to enhance engagement and organizational productivity (Balu, 2017).

## **2.3 Empirical Literature Review**

### **2.3.1 Levels of Employee Engagement and Organizational Productivity**

A study by Johnson & Smith (2021) examined employee engagement and its effect on organizational productivity within Canada's manufacturing sector, involving 500 respondents from five distinct organizations, who participated via questionnaires administered through purposive sampling. The results demonstrated a substantial positive association between employee engagement with organizational productivity. The findings also showed that more than 50% of employees felt motivated to go above and beyond their regulatory job responsibilities and good communication from management regarding organizational goals setting. The study concluded that Employee engagement is a critical factor influencing organizational productivity (Johnson & Smith, 2021). Engaged employees can lead to substantial improvements in overall organizational performance. The researcher recommends that Organizations should invest in engagement programs, including professional

development and recognition schemes. Also, the organization should implement regular employee feedback mechanisms in order to sustain engagement levels.

Also, Martinez & Thompson (2022) in study of the role of Employee engagement in enhancing organizational performance; the researcher used mixed method with sample of 300 employees from technology sector. The researcher finds a high level of employee engagement is associated with improved organizational performance indicators and recommends that organization should foster a transparent and supportive leadership culture and the employees feel valued and recognized for their contributions to the organization.

Frank (2024) conducted a study on employee engagement and organization performance. It was revealed that practice of human resource development had negative association with employee commitment. Furthermore, it was revealed that there was positive association between employee engagement and organizational commitment.

Msangi (2024) investigates the impact of staff communication on engagement inside SMEs in Tanzania. It analyzes the significance of interpersonal interactions among persons in the workplace. The research employed a cross-sectional design, utilizing a sample of 483 SMEs from the Dar es Salaam, Morogoro, and Manyara regions, selected via a stratified sampling approach. Data were gathered using a questionnaire and analyzed employing Structural Equation Modeling. The results indicated that employee communication significantly impacts employee engagement. The organization takes their views and ideas seriously (Msangi, 2024). The survey

indicates that SME proprietors and managers must ensure employees possess direct knowledge regarding employment-related issues and that they can provide feedback on employee performance.

### **2.3.2 The Effect of Employee Involvement on Organizational Productivity**

Ahmed (2019) and Balushi et al. (2024) identified a positive association between employee participation in decision-making with productivity within organizations in Egyptian manufacturing enterprises and Oman's private college and university sector, respectively. Nkolimwa (2023) determined that employee engagement favorably impacts business outcomes in Tanzanian higher education institutions.

### **2.3.3 The Effect of Job Satisfaction on Organizational Productivity**

Peter (2021) identified a positive correlation between job happiness and performance within the Tanzanian industry of manufacturing. Rodrigo et al. (2022) identified a robust correlation between employee happiness and corporate performance in the United States. Mhando and Mkapa (2020) underscored the significance of balance between work and life and transformative leadership in improving job satisfaction.

### **2.3.4 The Effect of Recognition and Rewards on Organizational Productivity**

Pai and Prakash, (2019) found that recognition and rewards significantly improve motivation and productivity. Madhani (2020) noted that recognition and rewards positively influence performance of employees and overall performance of company. Johnson et al. (2024) found that tangible and intangible rewards enhance job satisfaction and productivity in the Canadian healthcare sector. Hokororo (2020) emphasized the importance of clear policies on monetary rewards, promotion, and

employee recognition in improving employee performance in Tanzanian district councils.

**Table 2.1 Show the Summary of previous Related Studies**

S/N	Author (year)	Title	Country	Methodology (Data analysis)	Main findings
1.	Martinez, L., & Thompson, B. (2022)	The Role of Employee Engagement in Enhancing Organizational Performance	United state of America (USA)	Descriptive statistics, SEM, thematic analysis	High employee engagement is associated with improved organizational performance; trust in leadership and career development are key drivers.
2.	Kamau, J. (2020)	Employee Engagement and Organizational Productivity	Kenya	Quantitative (Descriptive statistics, regression analysis)	Employee engagement positively influences productivity through higher motivation and efficiency.
3.	Nkurunziza, P. (2021)	Engagement Strategies and Organizational Productivity	Rwanda	Case Study (Thematic analysis)	Culturally sensitive engagement strategies improve productivity significantly.
4.	Habimana, E. (2024)	Experimental Study on Employee Engagement Activities	Rwanda	Experimental (ANOVA)	Specific engagement activities, like team-building exercises, significantly improve productivity.
5.	Patel, S. (2021)	Employee Participation and Organizational Performance: An Analysis of the Financial Sector	India	Longitudinal (SEM)	Long-term employee participation enhances performance; satisfaction and commitment are mediating factors



6.	Mbassa, M. (2021)	Employee Performance and Job Satisfaction in the Industrial Sector	Tanzania	Cross-sectional analysis (Descriptive statistics, numerous regression analysis)	Positive relationship between job satisfaction and performance; training, recognition, and career advancement are major contributors.
7..	Jones, P., & Reilly, T. (2022)	Employee Satisfaction and Business Performance	USA	Case Study (Qualitative and quantitative methods)	Strong link between employee satisfaction and business performance; customer satisfaction mediates the relationship.
8.	Mwandembo et al. (2021)	Recognition and Rewards and Organizational Productivity in Tanzania	Tanzania	Quantitative (Descriptive statistics, multiple regression analysis)	Recognition and rewards significantly improve motivation and productivity; non-monetary rewards more effective long-term.
9..	Mkude and Shemdoe (2022)	Recognition and Rewards and Employee Performance in Manufacturing	Tanzania	Mixed-method (Thematic analysis, regression analysis)	Both intrinsic and extrinsic rewards positively impact performance; intrinsic rewards have a slightly stronger effect.
10.	Johnson et al. (2024)	Recognition and Rewards in the Healthcare Sector in Canada	Canada	Cross-sectional (Factor analysis, multivariate regression)	Both tangible and intangible rewards enhance job satisfaction and productivity; tangible rewards have an immediate impact.
11.	Lee and Kim (2023)	Recognition and Rewards in Tech Companies in South	South Korea	Qualitative Case Study (Content	Peer recognition platforms and non-monetary rewards highly effective in enhancing

12	Smith and Brown (2020)	Korea The Effect of Recognition and Rewards on Organizational Productivity in the UK	UK	analysis) Longitudinal (SEM)	productivity Recognition programs boost engagement and productivity; effect of rewards diminishes if not coupled with consistent recognition.
13.	Msangi (2024)	The impact of staff communication on engagement inside SMEs in Tanzania.	Tanzania	Cross-sectional design	Employees' communication has a significant influence on employees' engagement
14.	Rajashekar et al (2019)	Job satisfaction at private limited Companies	Turkish	Quantitative (Descriptive statistics, multiple regression analysis)	The study indicate that job satisfaction level of the employees is good in the organization

### **2.3.5 Hypotheses Formulation**

Drawing from the literature research, the subsequent hypotheses are posited to examine the correlation among employee engagement, job satisfaction, recognition and awards, and productivity within the organization at Masasi-Nachingwea Water Supply and Sanitation Authority:

H<sub>1</sub>: Higher levels of employee engagement are positively associated with increased organizational productivity at Masasi-Nachingwea Water Supply and Sanitation Authority.

H<sub>2</sub>: Greater employee involvement leads to higher organizational productivity at Masasi-Nachingwea Water Supply and Sanitation Authority.

H<sub>3</sub>: Increased job satisfaction among employees positively impacts organizational productivity at Masasi-Nachingwea Water Supply and Sanitation Authority.

H<sub>4</sub>: Recognition and rewards are positively correlated with organizational productivity at Masasi-Nachingwea Water Supply and Sanitation Authority.

## **2.4 Research Gap**

Following an examination of theory and research in Tanzania, Africa, and globally, the researcher discovered a study gap for comprehensive investigation to enhance employee engagement and mitigate difficulties such as high turnover, subpar performance, and dissatisfaction among employees. Understanding that employee engagement is a perpetual endeavor, there must be a sustained focus on its sustainability. Employee involvement not only affords firms a competitive advantage in the marketplace but also enhances brand recognition through performance (Kamau, 2020).

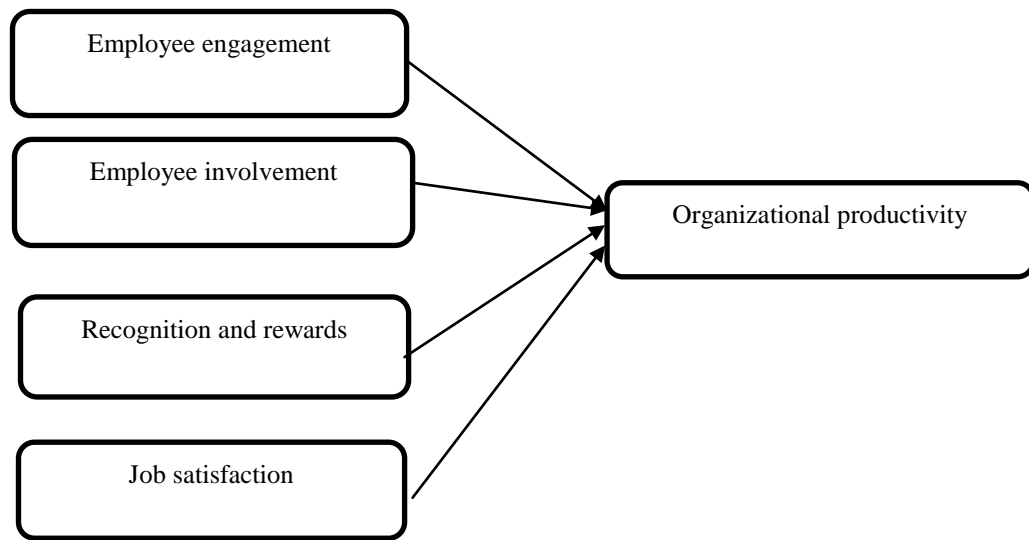
Employee engagement positively influences leadership, career growth, job motivation, continuation, and advantages, all of which are essential to assessing happiness at work within a business. Consequently, institutions must invest substantially in policies and initiatives designed to enhance employee engagement (Nkolimwa, 2023). However, there is a limited body of research in Tanzania regarding employee engagement and its impact on organizational productivity. Existing studies conducted outside Tanzania may not be directly applicable, as geographic, cultural, political, and economic variations can influence factors of employee engagement that differ between countries, cultures, and organizations.

Smith and Brown (2020) highlighted the scarcity of research on the Effect of Recognition and Rewards on Organizational Productivity, particularly in the United Kingdom (UK) context. The research emphasized the role of recognition programs as factors influencing human resources outcomes. It is essential to consider that various models and measures for employee engagement provided in the literature may not be directly applicable in Tanzania, Africa, or worldwide, as they might differ based on regional, cultural, and organizational contexts.

## **2.5 Conceptual Framework**

The conceptual framework in Figure 2.2 indicates that the impact of employee engagement in organizational productivity (dependent variable) is influenced by employee engagement which is measured in independent variables which includes

employee involvement, job satisfaction and recognition and rewards. Each of these independent variables linked to Organizational productivity as shown below



**Figure 2.2 Conceptual Framework**

**Source:** Researcher's construct, 2024

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.0 Overview**

This chapter outlines the research methodology, design plan of action, study population, sample techniques, data collection methods, analysis of information, and data cleansing procedures. It encompasses validity, reliability, and ethical considerations.

#### **3.1 Research Philosophy**

This study applied positivism philosophy which is a kind of philosophy which relied much on hypothetico-deductive method for verification of priori hypotheses that are often stated quantitatively. Thus, this kind of philosophy was applied to derive impacts of employee engagement to organizational productivity in Tanzania.

The philosophy of positivism was utilized to interpret a singular independent variable, which may include employee engagement, employee development, job satisfaction, and employee appreciation and incentives, in order to establish a connection with a singular dependent variable: organizational productivity.

#### **3.2 Research Approach**

This study employed a deductive procedure, characteristic of positive inquiry (Saunders et al., 2021). This methodology commences with a conceptual structure, develops hypotheses derived from established theories, and subsequently tests these assumptions empirically. The quantitative nature of this approach ensures that the research is systematic, replicable, and objective (Creswell & Creswell, 2020). Data

were collected through structured surveys, and statistical methods were applied to analyze the data, ensuring that the findings are both reliable and valid. By employing a deductive approach, the study effectively measured and analyzed the relationships between job satisfaction, employee involvement, reward and recognition, and their impact on employee engagement and organizational productivity.

### **3.3 Research Design**

Kothari, (2004) came up with the argument that research design is useful to researchers especially in obtaining relevant information which is needed in particular objective of the study. The research strategy employed in the present investigation was an explanatory design, which facilitated the collection of information via the administration of questionnaire to a sample of participants. This design employed a quantitative approach focused on measuring quantity or amount.

#### **3.3.1 Area of the Study**

The study was conducted in Masasi-Nachingwea Water Supply and Sanitation Authority. (MANAWASA), located in Masasi, Mtwara region. The area was selected because of the two reasons; firstly, the employees are in direct interface with all aspects of providing services in MANAWASA and therefore provided relevant and accurate responses. Lastly, the choice of Masasi, Mtwara, was due to financial and time constraints and therefore, data collection took place there.

#### **3.3.2 Population of the Study**

The target population comprised of Masasi-Nachingwea Water Supply and Sanitation Authority (MANAWASA) staff. These were selected because they are in

direct interface with all aspects of providing services in MANAWASA and therefore provided relevant and accurate responses. In this study, the following categories of MANAWASA have been considered in the population.

**Table 3.1: Population Distribution**

<b>S/N</b>	<b>Category</b>	<b>Population</b>
1.	Management team	30
2.	Employees	210
	<b>TOTAL</b>	<b>240</b>

**MANAWASA HR record, (2024)**

### **3.4 Sample Size and Sampling Design**

#### **3.4.1 Sampling Design**

A sampling design is a strategy for obtaining a sample from a population or universe, encompassing the methods or techniques used to select items for the sample and estimate the number of items to be included, such as the sample size (Saunders et al., 2021).

#### **3.4.2 Sampling Procedure**

Sampling technique which was used in this study was purposive sampling technique. This technique was used in order to ensure selection of respondents purposively who would assist in meeting the purpose of the study. Furthermore, purposive sampling technique was used given that it assisted the researcher in selecting particular group of individuals with preferred characteristics who were capable of answering questions provided. Furthermore, it was applied given that it ensured that only



relevant individuals are approached who had relevant information needed in the study (Saunders et al., 2021).

### 3.4.3 Sample Size

Sample size determination for different categories of the study population and sampling units for the study depended on the characteristics and category of the target population in the present study (Saunders et al., 2021). Taro Yamane (1967) simplified the formula for calculating the sample size based on the population characteristics (less than ten thousand individuals). The formula was also employed by Saunders et al. (2021). Therefore, in order to reach to the applicable sample size, the following calculation was done.

Taro Yamane's formula 
$$n = \frac{N}{1 + N(e)^2}$$

Whereas:  $n$  = Sample size

$N$  = Population

$e$  = Probability of error (0.05), assuming 95% confidence level, and with a precision of 5%.

$$= \frac{240}{1 + 240(0.05)^2}$$

$$n = 164$$

Thus, a sample size involved a total of 164 MANAWASA Staffs in a description of 28 employees from Management team members and 136 from other employees.

**Table 3.2: Distribution of the study Sample**

S/N	Category	Population	Sample
-----	----------	------------	--------

1.	Management team	30	28
2.	Employees	210	136
	<b>TOTAL</b>	<b>240</b>	<b>164</b>

**Researcher, 2024**

### 3.5 Data Collection Methods

The study involved the use of primary data, which were collected from the respondents who gave their responses via the questionnaire (Creswell & Creswell, 2020). Only closed-ended questions for gathering quantitative information from 164 MANAWASA staff were used because they gave a first-hand account of data and collected detailed data. Questionnaire method was used in collecting data because it was chapter to administer and led to collection of information from larger population within a short time (Saunders et al., 2021).

### 3.6 Data Analysis Methods

This study employed statistical tools for data analysis to investigate the correlations between levels of involvement and organizational outcomes. The process encompassed descriptive statistics for data summarization, inferential statistics for hypothesis testing, and regression analyses to ascertain determinants of engagement and its impacts (Saunders et al., 2021). Advanced methods like factor analysis were used to uncover underlying dimensions of employee engagement (Creswell & Creswell, 2020).

#### 3.6.1 Variable and Measurement Procedures

This study examines employee engagement, employee involvement, job happiness, and employee recognition and awards as independent factors, with organizational productivity as the dependent variable. The characteristics examined in this study were assessed utilizing the Likert Scale. The employed Likert Scale comprised five options: 1=strongly disagree, 2=disagree, 3=neutral, 4=agree, and 5=strongly agree. The application of a Likert Scale is the most straightforward method to assess respondents' attitudes, opinions, or perceptions regarding a specific subject (Kothari, 2019).

**Table 3.3: Shows the Variables of the Study to be Measured**

S/N	Variables	Number of Items to be measured
1.	Employee Involvement	Involvement in decision-making, participation in projects, level of autonomy, feedback opportunities
2.	Job Satisfaction	Work-life balance, compensation, job security, relationships with colleagues, alignment with organizational goals
3.	Recognition and Rewards	Performance bonuses, recognition programs, promotional opportunities
4.	Employee Engagement	Employee retention rates, overall organizational performance, employee motivation levels

**Researcher, 2024**

### 3.6.2 Regression Analysis

This study employed multiple regression analysis to evaluate the associations between the variables that were independent (employee engagement, involvement of employees, work satisfaction, recognition, and awards) and the variable that was the dependent one (organizational productivity). Therefore, the framework for regression is delineated as follows;

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \epsilon$$

where:

Y is organizational productivity

$X_1$  is employee engagement.

$X_2$  is employee involvement.

$X_3$  is job satisfaction.

$X_4$  is recognition and rewards.

$\beta_0$  is the intercept.

$\beta_1, \beta_2, \beta_3, \beta_4$  are the coefficients for each independent variable.

$\epsilon$  is the error term.

### 3.6.3 Model Assumptions

The initial assumption is the linearity of the parameters or estimated coefficients (i.e., alpha and beta): the variable that is dependent is a linear function of a collection of variables that are independent and a stochastic error component. Contravening this assumption results in several issues, including inaccurate estimations, non-linearity, or occasionally erroneous determinants (Singh, 2024).

The second assumption posits that the anticipated value for the error factor is zero for every single observation. That is. Violating this assumption leads to various issues, including bias in the intercept problem. This indicates that when the variable that is dependent is zero, its value is biased.

The third requirement is uniformity: The dependent variance of the error phrase remains constant across every variable that is independent and throughout time; the

error variance serves as an indicator of model uncertainty. Homoskedasticity indicates that model uncertainty is uniform across samples (Singh, 2024).

The fourth assumption posits that the error term being independently distributed and uncorrelated, indicating no correlation among observations of the dependent variable.

The infringement results in issues identified as spatial correlation (in panel and a cross-section data) and serial correlation/autocorrelation (in panel nor time-series data).

The fifth assumption posits that the variables that are independent (X) is deterministic, meaning it is uncorrelated with the error term.

The violation results in omitted variable bias, endogeneity, and simultaneity issues.

The sixth assumption pertains to multicollinearity: There exists no perfect collinearity among the X variables. This indicates that the independent variables (work happiness, engagement with work, employee involvement, recognition, and rewards) should not exert impact onto themselves (Singh, 2024). The factors related to variance inflation will be utilized to assess the amount to which variance is inflated. The Variance Inflation Factor (VIF) must be below 10 to avoid exact multicollinearity (Kumar, 2011).

### **3.6.4 Multicollinearity**

This subsection delineates the findings regarding the multicollinearity requirement of the Gauss-Markov theorem. Table 3.4 presents the outcomes of a collinearity

assessment for the independent variables: employee engagement, staff involvement, job satisfaction, recognition, and rewards. Collinearity denotes the degree of correlation among predictor variables in a regression model. The effectiveness of a predictor variable's prediction by other factors in the model is indicated by a measure called tolerance. The range is from 0 to 1, with values closer to 0 signifying greater collinearity.

Although they are less than 10, the VIF values indicate that the predictors have little multicollinearity (Habshah, Sarkar & Rana, 2013; Jamal, 2017). The results show that the VIF for employee engagement, employee involvement, job satisfaction, recognition, and rewards are 4.479, 4.799, 4.444, and 4.700, respectively. Additionally, Table 4.7 shows that VIF is less than 5. In conclusion, Table 3.4's results for the collinearity test show that, there is no issue with multicollinearity. Moreover, a low tolerance value specifies high collinearity. Normally, tolerance values below 0.1 (or sometimes 0.2) imply possible multicollinearity problems since it means that 90% (or 80%) of the variance in that independent variable is explained by other independent variables. Table 3.4 shows all variables associated with high tolerance and concludes no problem of collinearity.

**Table 3.4: Multicollinearity**

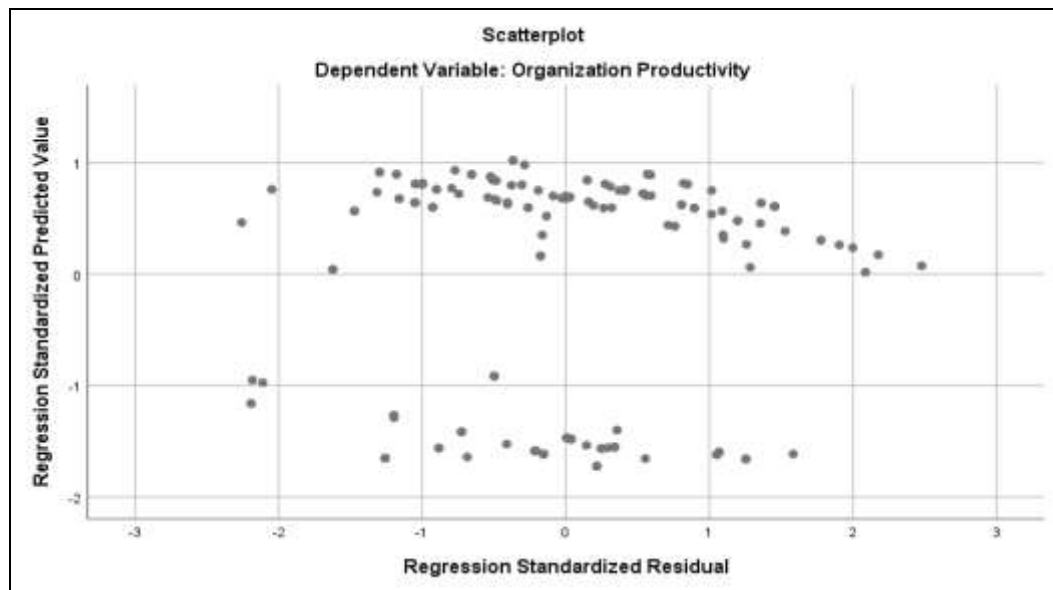
<b>Variables</b>	<b>Tolerance</b>	<b>VIF</b>
Employee Engagement	.223	4.479
Employee Involvement	.208	4.799
Job Satisfaction	.225	4.444
Recognition and Rewards	.213	4.700

### **3.6.5 Heteroscedasticity**

The current subsection presents the result of the heteroscedasticity assumption. Rosopa, Schaffer, and Schroeder (2013) define heteroscedasticity in regression analysis as the condition where the variance of the variable that is dependent fluctuates across different levels of the independent variables. Regression models often presume homoscedasticity, or uniform variance across every dimension of the independent variables; thus, this variance inconsistency complicates the examination (Oscar & Zumbo, 2019). Moreover, heteroscedasticity impairs the precision of coefficient estimations rather than biasing them, which compromises the accuracy of the results. For reliable regression analysis and reliable statistical conclusions, heteroscedasticity correction is essential.

In conclusion, heteroscedasticity violates the basic idea of constant variance, which presents problems for regression analysis. Regression models and their interpretations must be valid and reliable, and heteroscedasticity must be identified and addressed (Klein, Stefan & Karin, 2016). This study employed scatter plot diagrams to ascertain the presence of a heteroscedasticity issue. A scatter plot exhibiting a pattern, such as a curve, indicates a violation of the homoscedasticity requirements (Ernst & Albers, 2017). In this context, Figures 3.1 illustrate asymmetrical structures; hence, heteroscedasticity is not a concern, and residual variance remains constant throughout all observations.

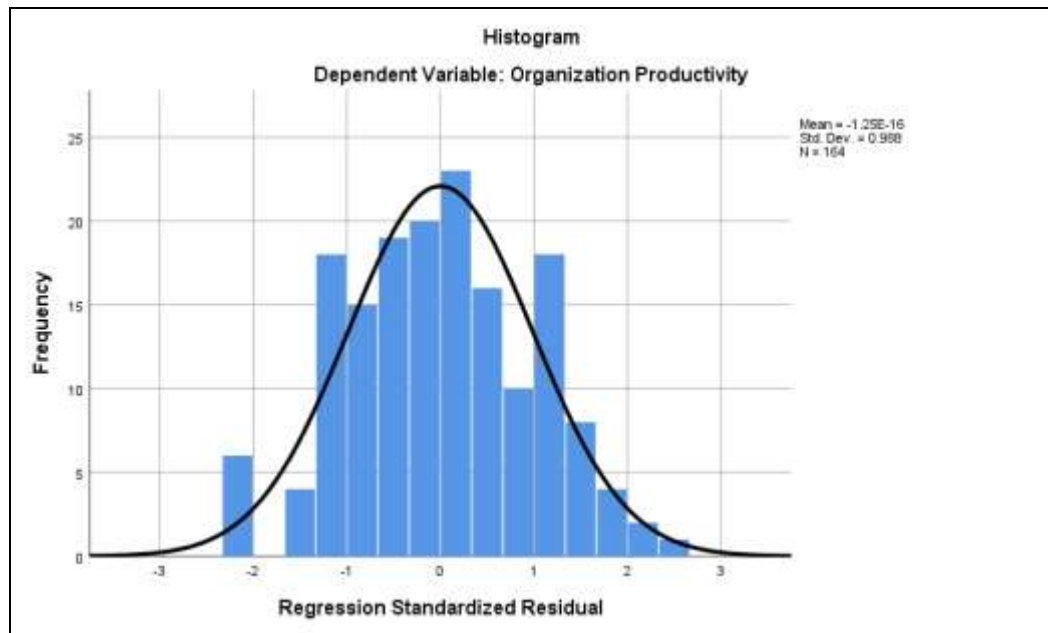
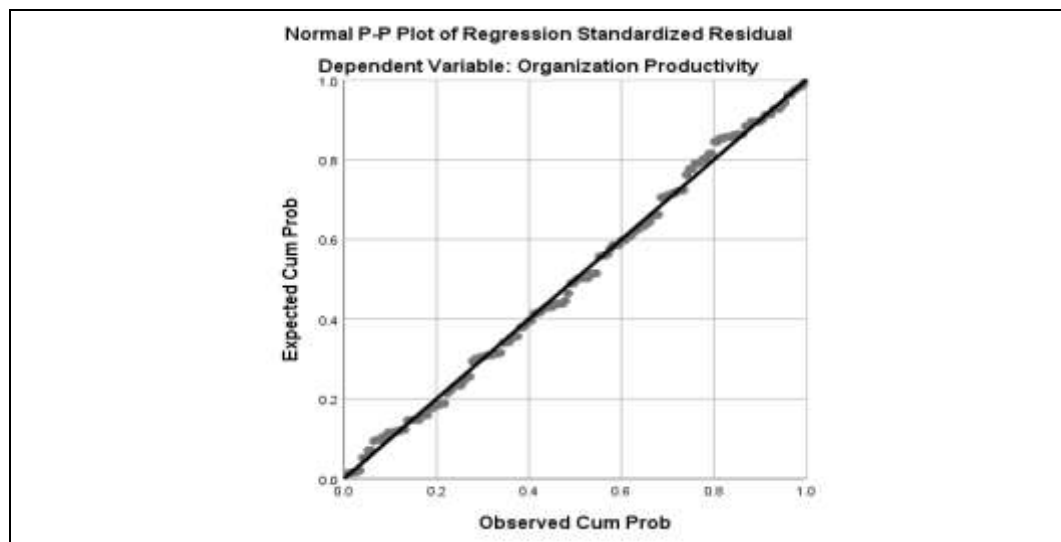
#### **Figure 3.1: Scatter Plot**



### 3.6.5 Residuals Normality

Figure 3.2 displays the histogram findings, illustrating that the residuals cluster around zero, creating a symmetric shaped like bells curve. The residual is hence normally distributed. Findings from Figure 3.3 indicate that the measured residuals closely approximate the straight line in a normal probability-probability plot, suggesting that the remainders conform to a normal distribution. A Normal probability plot is utilized to ascertain if a residual follows a normal distribution. The typical distribution pf the data is shown if the plot's points approximately align with a straight line (Gupta et al., 2019).



**Figure 3.2: Histogram****Figure 3.3: Normal P-P Plot**

Additionally, Table 3.5 presents the outcomes of the Kolmogorov-Smirnov and Shapiro-Wilk normality assessments. The p-value for the Shapiro-Wilk test is 0.460,

while the odds value for the Kolmogorov-Smirnov test is 0.200. Ghasemi and Zahediasl (2012) assert that a probability value below 0.05 generally signifies that the residual has a non-normal distribution. In this case, the p-values exceed 0.05, indicating that at the 0.05 significance level, we do not reject the null explanation of uniformity (Kwak, 2023). The null hypothesis asserting that the residuals follow a normal distribution is not substantiated by significant evidence, as indicated by a p-value exceeding the conventional significance threshold of 0.05. The research concludes that the standard deviations of the model of regression have an average distribution.

**Table 3.5: Test for Normality**

<b>Tests of Normality</b>						
	Kolmogorov-Smirnov <sup>a</sup>			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Unstandardized Residual	.049	164	.200 <sup>*</sup>	.992	164	.460
*This is a smaller limit of the actual significance.						
a. Lilliefors Importance Correction						

### 3.6.6 Endogeneity Problem

In a regression model, the endogeneity problem arises when an explanatory variable is associated with the error term. Nonetheless, the issue in the present investigation was mitigated by employing instrumental variable estimation with the random effects method. This was applied when there was unobservable factors which were uncorrelated with the explanatory variables (Das, 2024).

### 3.7 Validity, Reliability and Robustness

### **3.7.1 Validity**

Validity was improved by making sure that only the rightful respondents that's is MANAWASA staffs were approached to give their responses during the study. In addition, Kaiser-Meyer-Olkin (KMO) test was used to measure and determine how suited data is for factor analysis. This was because it allowed the researcher to test the sampling adequacy for factor analysis, with values above 0.6.

### **3.7.2 Reliability**

In this study, Statistical tools such as Cronbach's Alpha were used to test the reliability of the constructs in the questionnaire, ensuring internal consistency. Furthermore, questions prepared were put in simplest form in the manner which did not bore respondents and ensure agreement in responses.

### **3.7.3 Robustness**

Robustness in this study was ensured through the use of theoretical framework in order to ground the study into relevant theories, clear definition of research questions and objectives to ensure that they align with methodology and data collection, usage of adequate sample size as well as use of validated and reliable data collection instruments.

## **3.8 Data Cleaning Process**

This research started with a pilot study whereby the researcher drafted up data collection tools and then select a sample of respondents to test their accuracy and relevancy with regards to collecting desired data in line with the research specific

objective, questions and hypotheses (Bryman, 2021). The pilot study enabled redesigning of questionnaires in a way that is clearly understood by the respondents and at the same time entails only relevant questions that are in line with the study objectives.

### **3.9 Ethical Considerations**

The ethical approval for the study was secured by the Open University of Tanzania, and authorization to perform the study was granted by MANAWASA officials. Moreover, participants were apprised of the risks and advantages connected with the study, which presents negligible health hazards. They retained the choice to withdraw in the study at any time they desired.

## **CHAPTER FOUR**

### **FINDINGS AND DISCUSSION**

#### **4.1 Overview**

The chapter delineates findings acquired during the info collection procedure. This chapter presents the findings related to each specific purpose of the study and the demographic characteristics of the respondents. The study comprised four distinct objectives: to ascertain the levels of staff engagement and organizational productivity at Masasi-Nachingwea water distribution and sanitation Authority; to investigate the impact of employee involvement on organizational productivity at the same authority; to analyze the influence of job satisfaction on business productivity at Masasi-Nachingwea Water Supply and Sanitation Authority; and to evaluate the effect of recognition and rewards on business productivity at Masasi-Nachingwea Water Supply and Sanitation Authority.

#### **4.2 Demographic Characteristics of Respondents.**

The initial segment of the finding's presentation addresses the demographic characteristics of the respondents. The preferred demographic features of responders in this section encompass age, gender, educational attainment, and professional experience. The data are displayed in Table 4.1 below.

**Table 4.1 Demographic Characteristics of Respondents**

<b>Characteristic</b>	<b>Category</b>	<b>Frequency</b>	<b>Percent</b>
Age	18-29	35	21
	30-39	81	49
	40-49	43	26
	50 years and above	5	3
Sex	Male	95	58
	Female	69	42
Education level	Certificate/Diploma	56	34
	Bachelor	92	56
	Masters	15	9
	PhD	1	1
Working experience	Less than 5 years	44	27
	5-9 years	102	62
	10 years and above	18	11

**Source:** Field data, 2024

#### **4.2.1 Age**

The findings presented in Table 4.1 show that 53 respondents same as 21% were aged 18-29 years, 81 respondents same as 49% were aged 30-39 years, 43 respondents same as 26% were aged 40-49 years while 5 respondents same as 3% were aged 50 years and above. The findings show that the majority of respondents were aged 30-39 years. The implication which is shown in these findings is that the majority of the staff of MANAWASA were aged 30 years and above and thus had enough experience concerning the impact of employee engagement on organizational productivity.

#### **4.2.2 Sex**

The data in Table 4.1 indicate that 95 respondents, constituting 58%, were male, while 69 respondents, representing 42%, were female. The results indicate that most participants in the study were male. These statistics indicate that MANAWASA employs a greater number of male personnel. The study's inclusion of both male and female workers facilitated the acquisition of diverse perspectives on the influence of staff loyalty on the efficiency of organization

#### **4.2.3 Education Level**

The findings presented in Table 4.1 show that 56 respondents same as 34% were holders of a certificate or diploma, 92 respondents same as 56% were holders of a Bachelor's Degree, 15 respondents same as 9% were holders of a Master's Degree 1 respondent same as 1% was holder of PhD. The findings show that most respondents were holders of Bachelor's degrees thus showing that MANAWASA has a larger number of employees with Bachelor's education. However, the researcher was able to use respondents from different levels of education something which influenced their understanding of the impact of employee engagement on organizational productivity.

#### **4.2.4 Working Experience**

The data in Table 4.1 indicates that 44 respondents, representing 27%, possessed fewer than 5 years of work experience; 102 respondents, accounting for 62%, had 5-9 years of experience; and 18 respondents, comprising 11%, had 10 years or more of experience. The results indicate that most respondents possess 5-9 years of

professional experience, suggesting that MAWASA employs a predominant number of individuals with over 5 years of experience. Their experience significantly shaped their comprehension of the effect of teamwork on productivity in organizations.

### 4.3 Descriptive Statistics

#### 4.4 4.3.1 Descriptive Statistics of Employee Engagement

**Table 4.2: Descriptive Statistics of Employee Engagement**

<b>Employee Engagement</b>	<b>Mean</b>	<b>Std. Deviation</b>
I feel valued and recognized for my contributions to the organization.	3.4939	1.37237
My role in the organization makes me feel a sense of purpose and fulfillment.	3.4695	1.27949
I believe my input and suggestions are taken seriously by the organization	3.6341	1.29664

#### 4.3.2 Descriptive Statistics of Employee Involvement

**Table 4.3: Descriptive Statistics of Employee Involvement**

<b>Employee Involvement</b>	<b>Mean</b>	<b>Std. Deviation</b>
I am regularly involved in decision-making processes that affect my work	3.5183	1.26526
My level of autonomy in my role positively affects my job performance	3.4512	1.46662
The feedback I receive helps improve my work and productivity	3.5122	1.37679

#### 4.3.3 Descriptive Statistics of Job Satisfaction



**Table 4.4: Descriptive Statistics of Job Satisfaction**

<b>Job Satisfaction</b>	<b>Mean</b>	<b>Std. Deviation</b>
My work-life balance positively affects my job performance	3.5427	1.53627
The compensation and benefits I receive are satisfactory	3.5976	1.44307
I feel secure in my job and this enhances my productivity	3.5876	1.61557

#### 4.3.4 Descriptive Statistics of Recognition and Rewards

**Table 4.5: Descriptive Statistics of Recognition and Rewards**

<b>Recognition and Rewards</b>	<b>Mean</b>	<b>Std. Deviation</b>
Performance bonuses motivate me to exceed my performance targets	3.5427	1.49580
The rewards and recognition I receive positively influence my productivity	3.4634	1.49597
Promotional opportunities are fairly distributed to employees to enhance overall organizational productivity	3.6220	1.46233

#### 4.3.5 Descriptive Statistics of Organization Productivity

**Table 4.6: Descriptive Statistics of Organization Productivity**

<b>Organization Productivity</b>	<b>Mean</b>	<b>Std. Deviation</b>
Employees performance is high within the organization	3.5915	1.39594
There are ample opportunities for career growth within the organization	3.5832	1.48123
The Organization experience low employee turnover	3.5920	1.53413
Employee motivation levels are high	3.6890	1.29922

### 4.5 Regression Findings

#### 4.4.1 Model Summary

Table 4.7 presents the summary findings of a linear regression study. The correlation coefficient, represented as R, indicates the relationship between the variables in the research, model, or equation. The coefficient of correlation (R) in this case is 0.951, signifying a robust and positive association between the dependent variable and the other variables that were included in this study. R Square represents the coefficient of drive, indicating the proportion of variance in the outcome variable that can be attributed to the independent or explanatory variables. The explanatory factors of employee engagement, staff involvement, job satisfaction, recognition, and rewards account for 90.5% of the variance in organizational productivity.

**Table 4.7: Model Summary**

Model	R	R Square	Adjusted Square	RStd. Error of the Estimate	Durbin-Watson
1	.951a	.905	.903	.31225354	1.797
a. Predictors: (Constant), Recognition and Rewards, Employee Engagement, Job Satisfaction, Employee Involvement					
b. Dependent Variable: Organization Productivity					

#### 4.4.2 Analysis of Variance (ANOVA)

This section displays the ANOVA results. The dependent variable in the regression model is the organizational productivity, and the four predictors are employee engagement, employee involvement, job satisfaction, recognition and rewards. The ANOVA table shown in Table 4.8, the Sum of Squares (SS) accounts for 148.267 of the total variability explained by the regression model. The second is Mean Square

(MS), which is equal to 37.067 when divided by the degree of freedom and shows the average variance explained by the predictors. The overall significance of the regression model is demonstrated by an F-value of 380.162 (refer to Table 4.8). The F-value of 380.162 indicated that the independent variables jointly account for a statistically significant proportion of variation in the dependent variable (Woodridge, 2010). A higher F-value indicates a more robust association between the independent variables and the dependent variable (Tabachnick & Fidell, 2019).

The p-value of 0.000 signifies that not less than one predictor significantly assists in explaining organizational productivity. The overall statistical significance of the regression framework is indicated by the elevated F-statistic and the low p-value in the regression row. The low p-value signifies that at least one factor statistically affects organizational productivity.

**Table 4.8: Analysis of Variance (ANOVA)**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	148.267	4	37.067	380.162	.000 <sup>b</sup>
	Residual	15.503	159	.098		
	Total	163.769	163			

a. Dependent Variable: Organization Productivity

b. Predictors: (Constant), Recognition and Rewards, Employee Engagement, Job Satisfaction, Employee Involvement

#### 4.5 Regression Estimates

This section presents the findings of regression and shows that all independent variables are positive and statistically significant at 1%. Also, Table 4.9 show results of standard error which measures the variability or precision of the estimated

coefficients. Smaller standard errors implies greater precision in estimate the coefficient. This mean the independent variable has a consistent and strong relationship with the outcome variable (Shrestha, 2020). Finding show that, standard errors for independent variables range from 0.052 to 0.054, which are moderately small. This implies that the regression model is stable and that the coefficients are reliable estimates of the true relationship between the predictors (recognition and rewards, employee engagement, job satisfaction, employee involvement) and organizational productivity as dependent variable.

Moreover, standardized coefficients used mainly for a comparison of the relative importance of predictors by standardizing their units (Shrestha, 2020). Finding show that, job Satisfaction has the largest standardized Beta coefficient ( $\beta=0.373$ ) which means has strongest predictor of organizational productivity among the variables considered. Employee Engagement ( $\beta=0.176$ ) and Recognition and Rewards ( $\beta=0.165$ ) have smaller effects but are still significant.

#### **4.5.1 Influence of Levels of Employee Engagement on Organizational Productivity**

The current subsection presents the results of the first objective which aims to determine the levels of employee engagement and organizational productivity at Masasi-Nachingwea Water Supply and Sanitation Authority. Findings show that employee engagement is positive and significant at 1%. Findings show that a unit change in employee engagement is associated with increased organizational productivity by 17.6%, at ceteris paribus. Thus, results consistence with

the formulated hypothesis and conclude that employee engagement is associated with increased organizational productivity.

#### **4.5.2 Influence of Employee Involvement on Organizational Productivity**

This subsection presents the findings of the second objective which aims to examine the effect of employee involvement on organizational productivity at Masasi-Nachingwea Water Supply and Sanitation Authority. Findings show that employee involvement is positive and significant at 1%. Findings show that unit change in employee involvement is associated with increased organizational productivity by 30.1%, holding other factors constant. Therefore, results are consistent with the formulated hypothesis and conclude that employee involvement is associated with increased organizational productivity.

#### **4.5.3 Influence of Employee Job Satisfaction on Organizational Productivity**

Finding of a third specific objective that aims to examine the effect of job satisfaction on organizational productivity at Masasi-Nachingwea Water Supply and Sanitation Authority is presented in this subsection. Findings show that job satisfaction is positive and significant at 1%. Findings show that unit change in job satisfaction is associated with increased organizational productivity by 37.4%, holding other factors constant. Thus, the finding consistence with the formulated hypothesis and concludes that job satisfaction is associated with increased organizational productivity.

#### **4.5.4 Influence of Recognition and Rewards on Organizational Productivity**

This paragraph presents the findings of the fourth specific goal, which examines the impact of recognition and awards on organizational productivity at the Masasi-Nachingwea Sanitation and Water Supply Authority. The findings indicate that recognition and incentives are positively correlated and statistically significant at the 1% level. Research indicates that a unit increase in recognition and rewards correlates with a 16.6% rise in organizational output, holding other factors constant. Consequently, the results align with the proposed hypothesis, concluding that recognition and rewards correlate with enhanced organizational productivity.

**Table 4.9: Regression Estimates**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.005	.024		.200	.842
	Employee Engagement	.176	.052	.176	3.402	.001
	Employee Involvement	.301	.054	.301	5.624	.000
	Job Satisfaction	.374	.052	.373	7.256	.000
	Recognition and Rewards	.166	.053	.165	3.122	.002

a. Dependent Variable: Organization Productivity

## 4.6 Discussion of Findings

### 4.6.1 Levels of Employee Engagement and Organizational Productivity

The results indicated that employee involvement correlates with heightened organizational productivity. The data indicate that heightened employee involvement correlates with enhanced staff productivity. Therefore, employees in the organization are more motivated when they are engaged in the management of the organization

something which increases their levels of commitment towards their work and finally increases in productivity of the organization.

The results correspond with the research conducted by Johnson & Smith (2021), which demonstrated that staff participation is a pivotal determinant of organizational production. Engaged personnel can significantly enhance overall corporate performance. The results are consistent with the research conducted by Martinez & Thompson (2022), which shown that employee engagement correlates with enhanced organizational performance metrics. Moreover, the results correspond with those of Frank (2024), who demonstrated a substantial association between staff engagement and organizational commitment. Moreover, the findings align with the tenets of Social Exchange Theory, which posits that social interactions between employees and managers enhance organizational performance.

#### **4.6.2 Influence of Employee Involvement on Organizational Productivity**

The findings revealed that employee involvement is associated with increase organizational productivity. The implication of the findings is that increase in employee involvement was associated with increaser in employee productivity. Employees are always motivated when they feel that they are valued and are involved in decision making within the organization. The more employees are involved in the organization, the more they increase their morale towards work something which in turn contributes to increased organizational productivity.

The results correspond with those of Ahmed (2019) and Balushi et al. (2024), who identified a favorable association between employee participation in decision-making and productivity at work in Egyptian manufacturing enterprises and Oman's

commercial higher education sector, respectively. Moreover, the results align with the study conducted by Nkolimwa (2023), which determined that employee engagement favorably impacts organizational performance in Tanzanian higher education institutions. The findings align with the tenets of Social Exchange Theory, which posits that social interactions between employees and managers enhance organizational performance.

#### **4.6.3 Influence of Employee Job Satisfaction on Organizational Productivity**

The results indicated that satisfaction with work correlates with enhanced organizational productivity. The data suggest that employee job satisfaction affects organizational production levels. High employee satisfaction leads to increased commitment to job performance, hence enhancing organizational productivity. Employees with lower satisfaction exhibit diminished commitment to their roles, hence decreasing organizational productivity. Consequently, organizational management must cultivate a conducive working atmosphere to enhance employee job satisfaction, thereby augmenting overall productivity.

The results correspond with those of Mbassa (2021), who identified a favorable correlation between satisfaction with work and productivity in the Tanzanian production industry. The findings correspond with those of Jones & Reilly (2022), who identified a robust correlation between employee happiness and corporate performance in the USA. Moreover, the results correspond with the research conducted by Mhando and Mkapa (2020) and Nuru (2021), which highlighted the significance of work-life balance and revolutionary management in improving job satisfaction.



#### **4.6.4 Influence of Recognition and Rewards on Organizational Productivity**

The findings revealed that employee recognition and rewards are associated with increased organizational productivity. The implication of the findings is that the provision of recognition and rewards to employees leads to an increase in the level of organizational productivity. Providing employees with rewards makes them feel that they are valued thus increasing their levels of commitment towards their organization. Therefore, they will show higher levels of performance in their work something which will in turn contribute to improved organizational productivity.

Mwandembo et al. (2021) and Smith & Brown (2020) found that recognition and rewards significantly improve motivation and productivity. Lee & Kim (2023) noted the effectiveness of peer recognition platforms and non-monetary rewards in enhancing productivity in South Korean technology companies. Johnson et al. (2024) found that tangible and intangible rewards enhance job satisfaction and productivity in the Canadian healthcare sector. Hokororo (2020) emphasized the importance of clear policies on monetary rewards, promotion, and employee recognition in improving employee performance in Tanzanian district councils.

## **CHAPTER FIVE**

### **CONCLUSION AND RECOMMENDATIONS**

#### **5.1 Overview**

The chapter provides the conclusion of the study based on the findings obtained as well as recommendations to improve the situation. The recommendations are provided on what needs to be done in order to increase organizational productivity.

#### **5.2 Conclusion**

##### **5.2.1 Influence of Levels of Employee Engagement on Organizational Productivity**

Findings show that employee engagement is positive and significant at 1%. Findings show that a unit change in employee engagement is associated with increased organizational productivity. Therefore, an increased level of engagement of employees in the organization leads to an increase in commitment of employees and thus leads to improved organizational productivity.

##### **5.2.2 Influence of Employee Involvement on Organizational Productivity**

The findings indicate that staff involvement is positively and significantly correlated at the 1% level. Research indicates that a unit increase in employee involvement correlates with a 30.1% rise in organizational production, assuming other variables remain constant. Consequently, heightened employee participation in various

decision-making processes within the business enhances staff morale, thereby resulting in improved organizational productivity.

### **5.2.3 Influence of Employee job satisfaction on Organizational Productivity**

Finding show that job satisfaction is positive and significant at 1%. Finding show that, unit change in job satisfaction is associated with increase organizational productivity by 37.4%, holding other factors constant. Therefore, increased job satisfaction among employees leads to increase in commitment of employees and thus leading to improved organizational productivity.

### **5.2.4 Influence of Recognition and Rewards on Organizational Productivity**

Finding show that recognition and rewards is positive and significant at 1%. Finding show that, unit change in recognition and rewards is associated with increase organizational productivity by 16.6%, at *ceteris paribus*. Therefore, increased recognition and rewards to employees increase the morale of employees and thus leading to improvement in organizational productivity.

## **5.3 Recommendations**

### **5.3.1 Practical Recommendations**

Management of the organization should ensure the effective engagement of employees. Employees should be engaged in different issues that affect their well-being in the organization. They also need to know everything concerning the management of the organization. This will in turn lead to increased commitment

and motivation among employees which all contribute to increased organizational productivity.

Management of the organization should ensure the effective involvement of employees. Employees need to be involved in the decision-making process within the organization. This will provide them with the opportunity to provide opinions with regard to different decisions that are to be made within the organization. This will in turn lead to increased commitment and motivation among employees which all contribute to increased organizational productivity.

Management of the organization should ensure that employees are recognized for their performances and are rewarded for better performance. Recognizing the contribution of employees to the organization increases their spirit of fighting for the organization. Furthermore, rewarding them for better performance encourages them to do even better than before finally leading to an increase in organizational productivity.

### **5.3.2 Policy Recommendations**

Management of the organization should ensure that there is effective implementation of human resource policies especially policies which are related to involvement of employees, engagement of employees and rewarding employees. Effective implementation of these policies under effective participation of employees will increase level of job satisfaction among employees and finally contributing to improved organizational productivity.

#### **5.4 Limitations and Areas for Further Studies**

The current study was limited to a single organization which was MANAWASA. Therefore, the conclusion drawn in this study cannot generalize the same problem in other organizations. Furthermore, the study was limited to four factors which were involvement, engagement, job satisfaction, and recognition and rewards. This leads to pending conclusions on all factors which influence organizational productivity. Therefore, other studies should be conducted in other organizations either public or private, and should explore more factors apart from those studied in this study.

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## **APPENDICES**

### **Data collection tools**

#### **APPENDIX I: QUESTIONNAIRES**

The questionnaire is to obtain information on the impact of employee engagement on organizational productivity at MANAWASA; I kindly request for your maximum participation in attempting questions below which are helpful in meeting objectives of the study. Confidentiality will be observed to the maximum and the information will be used for academic purposes only.

#### **A. Please tick $\sqrt{\phantom{x}}$ where appropriate.**

- 1) Sex: Male ( ) Female ( )
- 2) Age: a) 18-29 ( )
  - b) 30-39 ( )
  - c) 40-49 ( )
  - d) 50 and above ( )
- 3) What is your level of education?
  - a) Secondary school ( )
  - b) Diploma/certificates ( )
  - c) Bachelor Degree ( )
  - d) Masters ( )
  - d) PhD ( )
- 4) Working experience
  - a) Less than 5 years ( )
  - b) Between 5-9years ( )
  - c) 10 and above years ( )

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

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

**To evaluate the levels of employee engagement and organizational productivity:**

The extent do you agree with the following statement, use the following responses to provide your answer. 1-Strongly Disagree, 2- Disagree, 3- Neutral, 4- Agree, 5- Strongly Agree

S/N	Statement	Responses				
		1	2	3	4	5
1	I feel valued and recognized for my contributions to the organization.					
2	My role in the organization makes me feel a sense of purpose and fulfillment.					
3	I believe my input and suggestions are taken seriously by the organization					

4. How often do you feel motivated to go above and beyond your regular job responsibilities?

1. Never ( ) 2. Rarely ( ) 3.Sometimes ( ) 4. Often ( ) 5. Always ( )

5. How effective do you find the communication from management regarding organizational goals and updates?

1. Very Ineffective ( ) 2.Ineffective ( ) 3. Neutral ( ) 4. Effective ( ) 5. Very Effective ( )

**To examine the effect of employee involvement on organizational productivity:**

To what extent do you agree with the following statement, use the following responses to provide your answer. 1- Strongly Disagree 2-Disagree 3-Neutral 4- Agree 5-Strongly Agree

S/N	Statement	Responses				
		1	2	3	4	5
6	I am regularly involved in decision-making processes that affect my work					
7	My level of autonomy in my role positively affects my job performance.					
8	The feedback I receive helps improve my work and productivity					

9. How often are you given opportunities to contribute ideas and solutions to improve organizational processes?

1. Never ( ) 2. Rarely ( ) 3. Sometimes ( ) 4. Often ( ) 5. Always ( )

10. How effective do you find the organization's efforts to involve employees in setting goals and objectives?

1. Very Ineffective ( ) 2. Ineffective ( ) 3. Neutral ( ) 4. Effective ( ) 5. Very Effective ( )

### **To examine the effect of job satisfaction on organizational productivity**

To what extent do you agree with the following statement, use the following responses to provide your answer. 1-Strongly Disagree, 2- Disagree, 3-Neutra, 4- Agree, 5- Strongly Agree

S/N	Statement	Responses				
		1	2	3	4	5
11	My work-life balance positively affects my job performance.					
12	The compensation and benefits I receive are satisfactory.					
13	I feel secure in my job and this enhances my productivity.					

14. How satisfied are you with the level of support you receive from your supervisors and colleagues?

1. Very Dissatisfied ( ) 2. Dissatisfied ( ) 3. Neutral ( ) 4. Satisfied ( ) 5. Very Satisfied ( )

15. How often do you feel that your job satisfaction is directly linked to your ability to achieve organizational goals?

1. Never ( ) 2. Rarely ( ) 3. Sometimes ( ) 4. Often ( ) 5. Always ( )

**To examine the effect of recognition and rewards on organizational productivity:**

To what extent do you agree with the following statement, use the following responses to provide your answer 1- Strongly Disagree, 2- Disagree, 3- Neutral, 4- Agree, 5-Strongly Agree

S/N	Statement	Responses				
		1	2	3	4	5
16	Performance bonuses motivate me to exceed my performance targets.					
17	The rewards and recognition I receive positively influence my productivity.					
18	Promotional opportunities are fairly distributed to employees enhance overall organizational productivity					

19. How satisfied are you with the rewards and recognition program implemented by the organization?

1. Very Dissatisfied ( ) 2. Dissatisfied ( ) 3. Neutral ( ) 4. Satisfied ( ) 5. Very Satisfied ( )

20. How often do you feel that recognition and rewards from the organization contribute to achieving organizational goals?

1) Never ( ) 2. Rarely ( ) 3. Sometimes ( ) 4. Often ( ) 5. Always ( )

Kindly show your level of acceptance with provided statements regarding organizational productivity.

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

S/N	Statement	Responses				
		1	2	3	4	5
1	Employees performance is high within the organization					
2	There are ample opportunities for career growth within the organization					
3	The Organization experience low employee turnover					
4	Employee motivation levels are high					

**Thank you for your participation**

APPENDIX II

TIME SCHEDULE

ACTIVITY TIME	Jan- March 2024	April 2024	April- June 2024	June 2024	July- August 2024	September 2024
Proposal development						
Ethical Clearance						
Data Collection						
Data Entry and Analysis						
Report writing, dissemination, and submit						
Research Defend						

Sources: Researcher (2024)



**APPENDIX III****BUDGET**

<b>S/N</b>	<b>DETAILS</b>	<b>AMOUNT(TSHS)</b>
1.	Stationery and secretarial services	500,000
2.	Transport cost during data collection	1,000,000
3	Data collection and analysis	600,000
4	Report writing	300,000
5	Communication and Internet costs	400,000
	<b>Total</b>	<b>2,800,000/=</b>

**Sources:** Researcher (2024)

# THE UNITED REPUBLIC OF TANZANIA



MINISTRY OF EDUCATION, SCIENCE AND TECHNOLOGY

THE OPEN UNIVERSITY OF TANZANIA



Ref. No OUT//PG202286062

27<sup>th</sup> August, 2024

Managing Director,

Masasi-Nachingwea Water Supply and Sanitation Authority (MANAWASA),

P. O. BOX 133

MASASI-MTWARA.

Dear Director,

**RE: RESEARCH CLEARANCE FOR MS. NAOMI ZUBERI REG NO: PG202286062**

2. The Open University of Tanzania was established by an Act of Parliament No. 17 of 1992, which became operational on the 1<sup>st</sup> March 1993 by public notice No.55 in the official Gazette. The Act was however replaced by the Open University of Tanzania Charter of 2005, which became operational on 1<sup>st</sup> January 2007. In line with the Charter, the Open University of Tanzania mission is to generate and apply knowledge through research.

3. To facilitate and to simplify research process therefore, the act empowers the Vice Chancellor of the Open University of Tanzania to issue research clearance, on behalf of the Government of Tanzania and Tanzania Commission for Science and Technology, to both its staff and students who are doing research in Tanzania. With this brief background, the purpose of this letter is to introduce to you **Ms. Naomi Zuberi, Reg.No:**

PG202286062), pursuing Masters of Human Resource Management (MHRM). We here by grant this clearance to conduct a research titled “**Assessment of Impact of Employee Engagement on Organization Productivity: A Case of Masasi-Nachingwea Water Supply and Sanitation Authority**”. She will collect her data at your office from 28<sup>th</sup> August 2024 to 30<sup>th</sup> October 2024.

4. In case you need any further information, kindly do not hesitate to contact the Deputy Vice Chancellor (Academic) of the Open University of Tanzania, P.O.Box 23409, Dar es Salaam. Tel: 022-2-2668820. We lastly thank you in advance for your assumed cooperation and facilitation of this research academic activity.

Yours sincerely,

**THE OPEN UNIVERSITY OF TANZANIA**



Prof. Gwahula Raphael Kimamala

**For: VICE CHANCELLOR**



**UNITED REPUBLIC OF TANZANIA MANAWASA**  
**MINISTRY OF WATER**  
**MASASI-NACHINGWEA WATER SUPPLY AND**  
**SANITATION AUTHORITY**

PHONE: 0232 510279  
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P.O BOX 133  
 MASASI

***In reply please quote;***

**Ref. No. MAN/F.30/1/VOL.III/100**

**Date: 27<sup>th</sup> August, 2024.**

Vice Chancellor  
 The Open University of Tanzania  
 P.O. Box 23409  
 Dar es Salaam, Tanzania

**RE: APPROVAL TO CONDUCT RESEARCH AT MANAWASA**

Reference is made to your letter dated 27<sup>th</sup> August, 2024 with Ref.No. OUT/PG202286062 regarding research clearance for Naomi Zuberi, a student pursuing a Master's Degree in Human Resource Management (MHRM) at your esteemed institution.

2. We are pleased to inform you that Masasi- Nachingwea Water Supply and Sanitation Authority (MANAWASA) grants permission to the above-mentioned student to conduct her research titled: "Assessment of the Impact of Employee Engagement on Organizational Productivity: A Case of Masasi- Nachingwea Water Supply and Sanitation Authority."

3. The research and data collection activities are authorized to take place from 28th August 2024 to 30th October 2024, as requested.

4. Kindly Regards

.....  
 Kiula Makalla Kingu

**MANAGING DIRECTOR-MANAWASA**