

BINDURA UNIVERSITY OF SCIENCE EDUCATION

FACULTY OF COMMERCE



DEPARTMENT OF HUMAN CAPITAL MANAGEMENT

Contract of employment on employee engagement in the pandemic era at city of Harare - Harare
water department reflecting lessons learnt.

A dissertation submitted to

THE BINDURA UNIVERSITY OF SCIENCE EDUCATION (BUSE)

IN PARTIAL FULFILMENT OF THE REQUIREMENTS

For the BSc (Honors) Degree in Human Capital Management

(B1850249)

JUNE 2023

Release Form

This is a signed endorsement by the supervisor and the university that the dissertation was supervised and is ready and hereby released for examination.

.....

STUDENT SIGNATURE

...../...../.....

DATE

Approval Form

I certify that the dissertation meets the preparation guidelines as presented in the faculty guide and instructions for preparing dissertations.

Submitted by **Wiseley Kudzai Nemaramba**, Registration number **B1850249** in partial fulfilment of the requirements of the Bachelor of Commerce (Honours) Degree in Human Capital Management.

.....

STUDENT SIGNATURE

...../...../.....

DATE

.....

SUPERVISOR SIGNATURE

...../...../.....

DATE

.....

CHAIRPERSON SIGNATURE

...../...../.....

DATE

Declaration

I Wiseley Kudzai Nemaramba solemnly declare that this research project is my original work and has not been copied or extracted from previous sources without due acknowledgement of the source.

.....

STUDENT SIGNATURE

...../...../.....

DATE

Abstract

This dissertation is a detailed account of my research at the City of Harare, Harare Water Department to offer insights on how contract of employment was impacted by COVID 19 mainly focusing on employee engagement. This was in partial fulfilment of the requirement of the BSc Human Capital Management (Honours) degree. The report seeks among other objectives to give an in-depth account of the significant lessons learned to the organisation and its stakeholders during the pandemic era thereby coming up with some measures and strategies to improve employee engagement. Showing evidence that the coronavirus pandemic undermined the mandates of City of Harare as it affected its service delivery. It also serves to highlight various areas where theoretical knowledge gained at Bindura University of Science Education that was blended with practical information which was gathered through carrying out surveys, sharing ideas, and observations.

Acknowledgements

This feat was not an individual accomplishment. I would like to express my sincere gratitude to the management of City of Harare for affording me the opportunity to carry out my dissertation research. My colleagues in the Municipality assisted me tirelessly and continually imparted knowledge, provided mentorship, advice as well as constructive comments and criticisms.

Special thanks to my supervisor Dr. T. Tichagwa as he shared his knowledge and provided guidance. Above all, these people added value to the successful journey of my programme.

Profound gratitude goes to Bindura University of Science Education, Faculty of Commerce for incorporating my dissertation that afforded me the privilege to match theory with practice and to interact with the present and future market leaders.

I am also thankful to my incredible family, who have been a pillar of strength as well as my friends, professors and advisors who gave me assistance in the form of encouragement, emotional support and inspiration it was all needed in my journey towards this degree. Above all, I thank the Almighty God, the source of all wisdom, power and life especially in times like these for all His blessings upon me. Following this, I cannot wait to see what the future holds for me.

Foreword

This dissertation is a requirement of the Bachelor of Commerce Honours Degree in Human Capital Management at Bindura University of Science Education. It is aimed at giving prospective graduates practical and experience of what they are expected to meet upon completion of the Degree programme and eventual entry into formal employment or employment creation through start-ups. During the dissertation research the student is expected to apply theoretical concepts learnt at Bindura University of Science Education. The dissertation exposes the student to real life working environment paying particular attention to formalities at work, results orientation, teamwork, communication and interaction with others. The report clearly exhibits that theoretical know how can add value to one's understanding of real life situation in the work place. It also describes the operations of City of Harare and recommendations for the smooth running of the organisation.

Overview

At the end of 2019, the COVID 19 virus began rapidly affecting people's lives, the economy, and workplaces. As the virus began to surge into Zimbabwe, the government began to implement strict lockdowns and social distancing guidelines. Many employees have lost their jobs. Some organisations began to face new standard operating procedures and restrictions to protect the health and wellbeing of their employees, clients and customers. Most companies then moved their entire workforces to temporary remote work, practice work from home and telecommuting. This worldwide pandemic has forced corporations to make drastic conversions to the workplace which result in complete disturbance to the employee engagement, the researcher set out to analyse the impact of contract of employment on employee engagement during this unavoidable disruption period.

Table of contents

<u>Chapter</u>	<u>page</u>
Release form.....	i
Approval form.....	ii
Declaration.....	iii
Abstract.....	iv
Acknowledgements.....	v
Foreword.....	vi
Overview.....	vii
List of figures.....	xii
List of tables.....	xii
Chapter 1.....	1
Problem and Its Setting.....	1
1.1 Introduction.....	1
1.2 Research Background.....	1
1.3 Problem Statement.....	3
1.4 Research Objectives.....	4
1.5 Research Questions.....	4
1.6 Importance of Research.....	4
1.6.1 For the Organisation.....	4
1.6.2 To Employers.....	5

1.6.3 To Bindura University.....	5
1.6.4 To the Researcher.....	5
1.7 Limitations of the research.....	5
1.7.1 Time Constraints.....	5
1.7.2 Availability of Information.....	6
1.7.3 Co-operation.....	6
1.8 Delimitations.....	6
1.8.1 Theoretical Delimitation.....	6
1.8.2 Conceptual Delimitation.....	6
1.8.3 Time.....	6
1.9 Assumptions.....	7
1.10 Definition of Terms.....	7
1.11 Structure of the Project.....	8
1.12 Summary.....	8
Chapter 2.....	9
Literature review.....	9
2.1 Introduction.....	9
2.2 Theoretical Framework.....	9
2.3 Conceptual Framework.....	10
2.4 Employee Engagement Drivers.....	11
2.4.1 Brand.....	12
2.4.2 Leadership.....	12
2.4.3 The Basics.....	13
2.4.4 Organisational Performance.....	14

2.4.5	Company Practices.....	14
2.4.6	Contract of Employment.....	15
2.5	Organisational Outcomes.....	15
2.5.1	Financial Growth and Profitability.....	15
2.5.2	Employee Retention and Loyalty.....	16
2.5.3	Productivity.....	16
2.6	The Link between Employee Engagement and Organisational Performance	16
2.6.1	Empirical literature.....	17
2.7	Knowledge Gap.....	18
2.8	Chapter Summary.....	18
Chapter 3		20
	Research Methodology.....	20
3.1	Introduction.....	20
3.2	Research Philosophy/Paradigm.....	20
3.2.1	Positivism.....	20
3.2.2	Interpretivism.....	20
3.3	Research Approach.....	21
3.4	Research Design.....	22
3.4.1	Study Population.....	23
3.4.2	Sample Size.....	24
3.4.3	Sampling Procedure.....	24
3.5	Data Collection Methods and Techniques.....	26
3.5.1	Primary Data.....	26
3.5.2	Secondary Data.....	26

3.6. Data Collection Procedure.....	28
3.6.1 Research Instruments.....	28
3.6.2 Questionnaires.....	29
3.6.3 Interviews.....	29
3.7 Data Presentation.....	30
3.8 Ethical Considerations.....	30
3.9 Reliability and Validity.....	31
3.10 Conclusion.....	32
Chapter 4.....	33
Data presentation and Analysis and Discussions.....	33
4.1 Introduction.....	33
4.2 Response Rate.....	33
4.3 Demographic Data.....	34
4.4 Conceptualisation of Employee Engagement.....	35
4.5 Importance of Employee Engagement to the Organisation	39
4.6 Key drivers of Employee Engagement.....	41
4.7 Employee Engagement Strategies.....	42
4.8 Discussion of the Findings.....	44
4.9 Chapter Summary.....	48
Chapter 5.....	49
Summary, Recommendations and Conclusion.....	49
5.1 Introduction.....	50
5.2 Summary.....	50
5.3 Conclusions.....	50

5.4 Recommendation for the Study.....	50
5.5 Areas for Further Research.....	52
References.....	53

LIST OF FIGURES

Figure 2.1: AON Hewitt Employee Engagement Model.....	12
Figure 3.1: Differences between Positivism and Interpretivism Research Paradigm..	21
Figure3.2: Mixed Method Research Method.....	22
Figure 4.1: Conceptualisation of Employee Engagement.....	35
Figure 4.2: Importance of Employee Engagement to the Organisation.....	39
Figure 4.4: Key Drivers of Employee Engagement.....	41
Figure 4.5: Employee Engagement Strategies.....	42

List of Tables

Table 3.1: Krejcie & Morgan Table for Determining Sample Size.....	25
Table 3.2: Staff Composition at Harare Water Department.....	26
Table 4.1 Response Rate for Questionnaires.....	33
Table 4.2 Response Rate for Interviews.....	34
Table 4.3 Demographic Data.....	34
Table 4.4 Interviewees' Response.....	36
Table 4.5 Interviewees' Respondents.....	37
Table 4.6 Interviewees' Responses.....	38
Table 4.7 Interviewees' Responses.....	40
Table 4.8 Interviewees' Responses.....	43
Table 4.9 Interviewees' Responses.....	44

List of Appendices

Appendix A	Request for carrying out research.....	61
Appendix B	Questionnaire for respondents.....	62
Appendix C	Interview Guide.....	65

CHAPTER ONE

INTRODUCTION

1.1 Introduction

This chapter shall provide the study background connected to the subject issue, and the statement of the question raised for solution, investigation questions, objectives of the study, and the meanings of key words, limitations and delimitations of the research project, assumption, the project layout and the summary of the chapter.

1.2 Research background

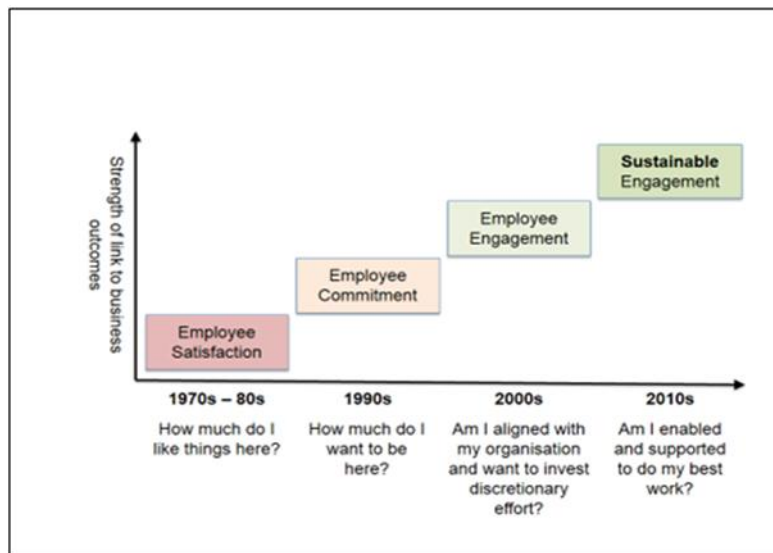
The first remark of employee engagement came from Kahn's 1990 study in the Academy of Management Journal, (Araini 2013). He conducted Kahn's Engagement Theory and his research focused on engagement and disengagement in the working environment. His thought was that the employees have parts of their personal identity that they like to show through their work performance, responsibilities and tasks whereas disengagement is the absence of that sense of belonging at the workplace which may negatively affecting their performance, (Araini 2013).

Even though the theory of engagement came from Kahn's work, the previous researchers shows that he is not the one who actually coined the term "employee engagement". That is why the actual definition is still unambiguous and it is still developing, as it did from previous scholars in the first place. Snipes, et al (2005) propounded that at the beginning, there was employee satisfaction and it did not focus on a strategic link to organisation performance and was then virtually followed by employee commitment therefor, the main reason why Kahn wrote his article was to conjugate employee's relationship to work with the organisational goals.

Since the business environment is constantly changing, in early 2000s, scholars like Aon Hewitt began to research further on employee engagement so as to suit with the environmental changes. So many companies began to notice the potential that the engagement of employees is supposed to positively effect the entire float of Human

Capital and organisational measures counting the retention of workers, absenteeism and turnover, sales, profitability and customer satisfaction (Baer, 2017)

Experts are going one step further and still finding a way to improve the engagement of workers. The evolution of the concept of employee engagement can be explained well using the diagram below.



Source: www.hrzone.com (Baer 2017) Employee Engagement Trends

The diagram shows that the concept of employee engagement at first was focusing on employee satisfaction and then in 1990s the focus shifted to employee commitment. Later shifted to employee engagement and finally sustainable employee engagement in 2010 become focus where workers would seek to understand whether they are recognised at City of Harare.

Later in time, in 2011 there was an engagement for success movement which was established by David Cameron, boosting the relationship between engagement and profit. Chris Ross (2011), reviewed that the idea of employee engagement aim at improving the performance of the employees and the profitability of the organisation. Now Harare City Council is comprised of employee examination platforms which are concentrating on the engagement of employees. As stated by Mangudjanga (2012), if employees are not well engaged it result in resource wasting, sub-optimal performance of the business, high attrition, and reduced employee morale whilst if the labour force is engaged, it results in optimum organisational performance and job satisfaction. It is postulated that City of Harare over the years has been employing different strategies to

ensure that employees are well engaged. But then the coronavirus came unexpectedly thereby affecting the overall operations of the Harare Water Department. The company was seriously affected, and the Harare Water department was trying by all means to survive by coming up with employee engagement strategies. In 2021, the Harare Water reports has shown that the organisation is facing problem of a decreased engagement in the past pandemic leading to loss of employees due to COVID 19, some terminated their contracts by death, others in search for better salaries.

The acting Human Capital Department head of City of Harare Mr Bosman Matengarufu reviewed that workers were disengaged because of changes in work processes as a result of continuous lockdowns and poor generation of income by City of Harare leading to job insecurities. Therefore, I believe that there is a reason to carry out this research so that mentioned problems can be averted in order to improve employee engagement. The researcher therefor seek to focus on investigating the impact of contract of employment on employee engagement at the Harare Water Department of the City of Harare in the midst of severe and extensive effects of the coronavirus affecting business operations thereby coming up with strategies to improve employee engagement because if they remain unsolved a gap widens up and result to loss of skilled manpower.

1.3 Statement of the problem

The problem that has manifested in City of Harare - Harare Water Department is poor employee engagement which is affecting both the organisation and the employees. This is shown by lack of alignment to the company goals, lack of employee recognition, and lack of balance. This problem is evident as City of Harare tries to gather information through surveys, meetings and interviews. If the problem is not solved, it will leads to reduced returns, decreased productivity, and the organisation will stagnates, increase costs as disengaged employees will tend to consume the company's time and resources and might be responsible for pushing away other disengaged workers. And also, costs are obtained every time they hire a worker, train them and get them on board, but the leave just because the organisation culture is not satisfactory to them. Research shows that if the workers are not engaged, they do not work sedulously, feel being considered, and thereby causing some errors at work.

1.4 Research Objectives

The research was guided by the following objectives;

- To establish the key factors that influence employee engagement
- To evaluate the drivers of employee engagement during the pandemic era.
- To investigate the relationship between contract of employment and employee engagement at City of Harare
- To suggest possible strategies to enhance employee engagement at Harare Water.

1.5 Research Questions

- What are the key factors that influence employee engagement
- What are the drivers of employee engagement during the pandemic era.
- What is the relationship between contract of employment and employee engagement at City of Harare.
- What are the suggested possible strategies for improving employee engagement for Harare Water Department of City of Harare.

1.6 IMPORTANCE OF RESEARCH

1.6.1 For City of Harare

Contract of employment directly impacts employee engagement and therefore predicts productivity. The researcher will determine the relationship between the contract of employment and employee engagement which is crucial for the success of the organisation. The discoveries of the study will make the researcher to recite the various contracts of employment and relevant information on ways of prioritising employee engagement such as enhancing effective communication, employee recognition, employee motivation, alignment to the company goals and ensure balance so as to increase the competitiveness of the organisation. Siddhanta et al, (2010) postulated that an organisation that is performing well cause the work force to be well motivated, healthy and attached to their job tasks. Employee engagement proliferates the opportunities for organisational achievement, subsiding individuals and organisational

performance, employee wellbeing, and productivity, (Chandani et al 2016). Therefore when employees feel that they are performing meaningful work, it improves their engagement leading to increased returns, productivity and quality results (Harter et. al, 2020).

1.6.2 To the management of City of Harare

As suggested by the research, the Human Capital Department represents the employer. The department should find ways to eliminate disengagement at Harare Water - City of Harare and make sure that employees are committed and satisfied with their roles at the workplace resulting in high productivity.

1.6.3 To Bindura University

The investigation is going to contribute to the presently existing jury of knowledge related to contract of employment on employee engagement to other researchers at Bindura University. The study shall benefit to other investigators as they will be using it as a reference guide when they will do similar project.

1.6.4 To the researcher

The researcher gained an in-depth knowledge of contract of employment and its cause on engagement of employees. Also helps the researcher to fulfil the requirements of acquiring a Bachelor of Commerce Degree.

1.7 LIMITATIONS OF RESEARCH

1.7.1 Time constraints

Time is one of the most hindrance to the success of a project. It was difficult to have enough time of the subject field as much of the time will be spend on reading academic modules, attending lectures and doing some assignments. However the researcher utilised holidays and weekends to carry out research activities.

1.7.2 Availability of Information

Confidentiality of the information limited the scope of the study, because most of the information categorised as confidential is essential and applicable to the study. Nevertheless, the researcher assured them that the information will be used specifically for the purpose of learning and be given with stringent confidentiality.

1.7.3 Co-operation

Inability of the respondents to understand the area of study. This was experienced mainly with shop floor workers to mitigate this, the researcher clearly outlined the subject area to a point where all workers have a broad understanding of the field.

1.8 Delimitations

The research was carried out in the City of Harare: Department of Harare Water in Harare where the scholar did his work related education so he was acquainted with the workers therefore, made it easier to get the necessary information. The research is generally oriented to the following departments Human Capital, Administration, Production, Engineering and Other technical departments.

1.8.1 Theoretical Delimitation

According to Richards (2013), theoretical delimitation presents and elucidates the theory that enlightens the research problem under study. This denotes that a theoretical delimitation act as the foundation upon which a research is created.

1.8.2 Conceptual Delimitation

The scholar particularly concentrated on the influence of contract of employment on employment engagement at Harare City Council during the past pandemic era reflecting the lessons learnt in that period, thereby finding possible measures for improving employee engagement for Harare Water Department.

1.8.3 Time

The study mainly focuses on the past pandemic era that is from 2019 up to this date and restricted to City of Harare – Harare Water Department, its employees and the management.

1.9 Assumptions

It was assumed that the employees/organisations to be approached to participate in the questionnaire, surveys, one on one meetings, stay or exit interviews and focus groups have adequate knowledge and relevant experience to provide quality data or responses. The researcher was given authority to investigate at City of Harare, Harare Water Department.

1.10 Definition of terms

1.10.1 Contract

As defined by the scholar, Salmond, (2018) a contract is a treaty which make and define responsibilities among two or more individuals by which privileges are acquired by one or more to performances or forbearance on the share of others.

1.10.2 Contract of employment

Du Plessis & Fouche, (2006) defines employment contract in relations of which a worker places his services at the disposal of another individual or organisation, as an proprietor, at a indomitable or favourable compensation in such a way that the employer is clothed with power over the worker and exercises monitoring concerning with the representation of the employee's services.

1.10.3 Engagement

Gallup, G. (2013) defines employee engagement as the involvement and enthusiasm of workforces in their work and workstation.

1.10.4 Employee engagement

Puja Lalwani, (2021) describes employee engagement as the emotional investing employees offer in their company. It is the desire, contribution, and inspiration they bring to work, which they use to conduct their work.

1.10.5 Pandemic

The international Epidemiology Association's Dictionary of Epidemiology (2021), defines a pandemic as a widespread happening globally, or over a very extensive region, crossing international boundaries and frequently affecting a huge number of citizens.

1.11 Structure of this project

This research study consist of chapter one which comprises the introduction, background of the study, statement of the problem, research questions and objectives limitations delimitations justification of the study as well as definition of terms structure and conclusion. Chapter two comprises literature review and related theories, chapter three which consists of the research methodology, methods of sampling and methods used to obtain the data. Chapter four which consists of data collection, presentation and analysis and chapter five comprises of discussion of findings and answers to research questions and lastly chapter five which focuses on conclusion and recommendation as well as the summary of the whole research project.

1.12 Summary

This chapter gave the research topic, the problem statement and its setting thereby drawing up similar studies that is the back ground of the report, related studies, investigation questions, objectives and the justification of the research, limitations, delimitations and definition of terms. It also indicated how the researcher explore the problems associated with the impact of training techniques and how to come up with solutions to the problems as well as coming up with recommendations to Harare Water, as an organisation to adopt the appropriate training techniques in order for it to enhance engagement of the employees. The significance of the study was also looked upon especially to the organisation, employer and academics. The next Chapter focuses on theoretical system, review of the literature, theoretical framework and the study gap.

CHAPTER 2

LITERATURE REVIEW

2.1 Introduction

The previous chapter mainly focused on introducing the research topic. This chapter concentrates on literature review. Theoretical framework and the conceptual framework would be examined and related studies to this research would be identified thereby identifying knowledge gaps. Analytical review of literature is essential in helping the researcher build up a thorough perception of previous study that relates to the questions of the research and its objectives. As alluded to Miriam (2003), literature review digs out an already existing body of knowledge pertaining to the area under examination and picture out any knowledge gap to be covered by the current research. This study therefore came up with what other scholars and critiques postulate on the impact of contract of employment on employee engagement. This chapter demonstrated clearly the hypothetical framework, conceptual framework and an analysis of related literature.

2.2 Theoretical Framework

Theoretical framework is a scheme that is repeatedly derived by the investigator to fabricate his own research inquiry, (Grant et al, 2014). He also defines a theoretical framework as constructed on an active idea in a field of examination that is associated by the hypothesis of a research. Therefore this research will be supported by Leon Festinger's Cognitive Dissonance Theory which articulates that they can conflicts among cognitions such as beliefs, understandings and behaviours which can leads to uncomfortable motivating feeling called cognitive dissonance, (Festinger, 1957) This is reinforced by the contribution of Alcover et al, (2017) who said that every time when the employer creates expectations and then employee contributes by putting his or her effort to meet the target and then the employer breaches or fails to meet what is in the contract of employment, it will reduce employee motivation and the desired work outcome as well.

It is believed that the employee can pay the organisation that he or she is working for in accordance to the level of engagement towards their work. Employee engagement mainly depends on the facilities and resources available, (Wellins et al, 2005). This is further strengthened by AbuKhalifeh & Som (2013) who alluded that employee contribution regarding to their work and granting better levels of cognitive, emotional and tangible resources is key for all workers to respond to the organisation's actions.

When the workers have enough equipments they are most likely to feel part of the organisation and automatically become more engaged thereby bringing themselves into their work effectively so as to repay their company and in the event that the company fails to provide adequate or necessary resources, workers are more prone to renounce or separate themselves from their duties.

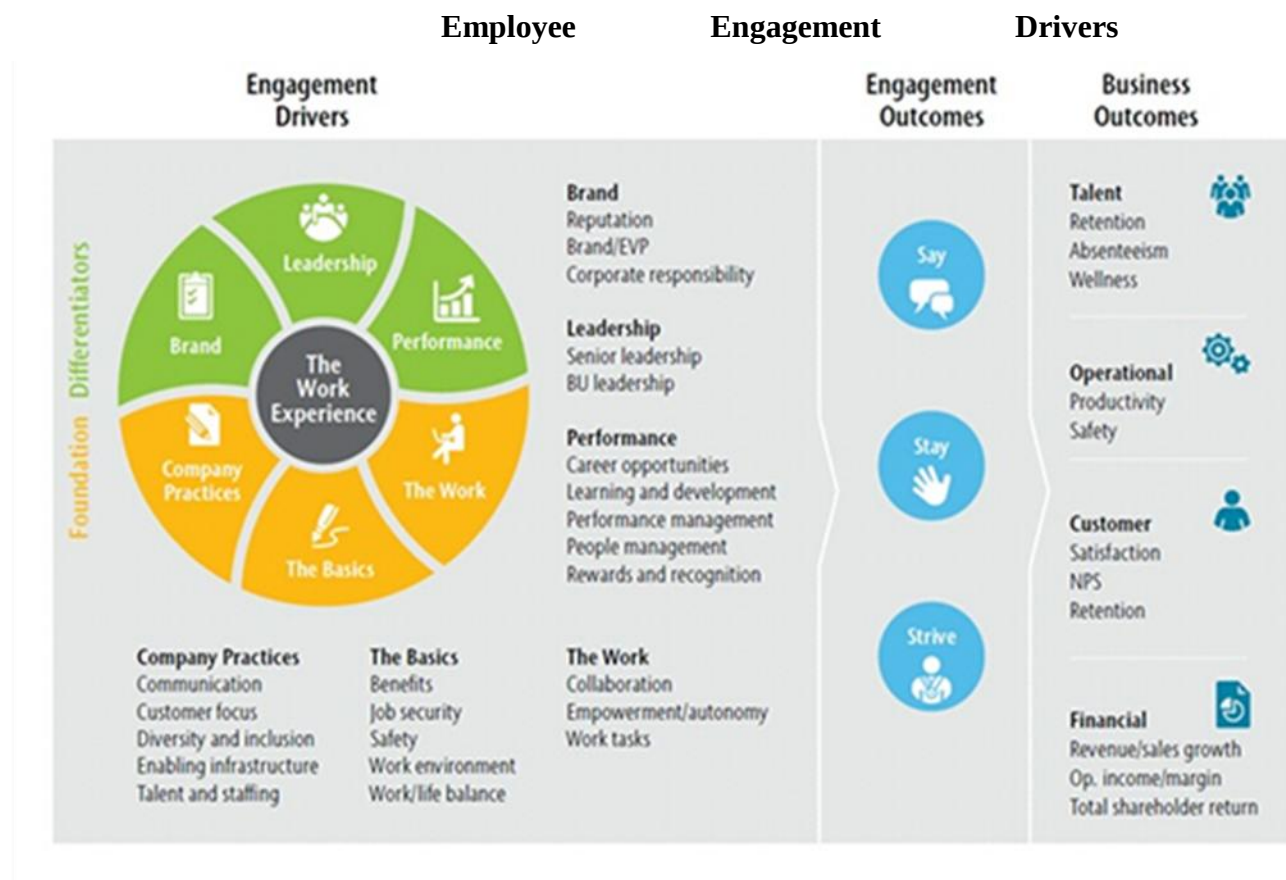
Adam (1994) held the opinion that employee engagement may signify a sense of commitment to the company when City of Harare provides encouragement to their workers, these workers feel accommodated to become mentally, emotionally, and physically involved in their tasks. He continued saying that employees feel they must express fruitful behaviours, such as progressive attitudes regarding to the organisational success. When organisations provides support and equipments, workers will increased levels of engagement, (Saks, 2006).

Therefore, in order to have a superior sympathy on the view of employee engagement, Margolis (2017) says that workers can either increase or decrease their degree of engagement dangling on their assessment of what is reasonable in the trade between themselves and the employer. For example, at the City of Harare the researcher wants to determine whether workers become engaged to their work after certain employee needs that drive engagement are met by the company such like management's support, effective communication, provision of adequate resources as well as career development prospects are met by the organisation. Reference was made to this view of exchange for the researcher to assess the relationship between contract of employment and employee engagement.

2.3 Conceptual Framework

Camp (2001) views conceptual framework as a construction which the researcher supposes can best describe the natural succession of the phenomenon to be studied. Peshkin (1993) highlights that a conceptual framework is interconnected with the concepts, empirical research and crucial models used when supporting the knowledge embraced by the scholar. One can say, a theoretical framework consist of the researcher's elucidation of how the research problem can be investigated, (Peshkin, 1993). Below is a conceptual framework which was used by the researcher to explicate the concept of contract of employment.

Figure 2.1: AON Hewitt Employee Engagement Model



Source: (Alexander 2017)

2.4 Employee Engagement Drivers

There are so many engagement drivers that has been aforementioned by the researcher. Markos et al, (2010) mentioned that several findings have sought to point out aspects that keep employees engaged and came up with so many theories to show insinuations for the Human Capital Managers. Heikkeri, (2010) reinforced this opinion by apparently showing that because scholars different views in describing the phrase employee engagement, therefore, all undertaken findings brought about the major drivers and recommendations. As stated by Aon Hewitt (2014), the drivers of employee engagement are divided into six classifications which are brand, the basics, performance, leadership, the work itself and company practices. There is a usual consonance among investigators that the key drivers of employee engagement are classified in the six categories stated above.

2.4.1 Brand

Various scholars agree that a company or a firm's brand name and image is a very crucial factor in driving employee engagement as the workforce feel a sense of recognition in being connected with a reputable organisation. Employees want to know they are part of a successful company, (Molinaro & Weisse 2005). This could probably mean that the company is financially successful recognised as the leading company by the customers and other people in the country, or that the company has an ambitious vision, core values, and well- enunciated business strategy in place. Vazirani, (2007) supports the power of organisation's reputation on engagement by emphasising that when the company has a good brand image, it can makes the employees to be well engaged, then they are therefore prepared to produce high quality goods and services provided by the organisation depending mostly on the preferences and tastes of its customers. The more appealing the company brand, the greater employees become committed. Nguwi, (2010) mentioned in his study on employee engagement that Econet is the most respected company in Zimbabwe, and he concludes that it is significant for Human Capital Managers to create a strong company brand that will assist in attracting, recruiting and retaining the best candidates.

2.4,2 Leadership

As highlighted by so many authors, leadership is of paramount importance since it drives employee engagement. Cataldo (2011) alludes that there is a positive relationship between leadership and employee engagement. Wellins et al (2005) supports this thought by stating that leaders have greater influence and power to act as facilitators for higher levels of engagement in all facets of leadership.

2.4.3 The Basics

Aon Hewitt model (2014) explains the basics as encompassing remunerations and employee benefits, job security, the work environment and work-life balance. Rothwell & Kazanas, (2003) describe remuneration and benefits as a feedback received by each and every worker in form of monetary and non-monetary. Martocchio (2015) postulates that compensation and benefits are direct and indirect; direct compensation includes wages and salaries which are received regularly after a certain period of time for instance a month whereas indirect compensation is a reward in form of other things than money which might include leave days, fringe benefits such as pension packages for

employees who are going on retirement, meals, insurance cover for death of an employee, sick pay, company benefits, health insurance, live in accommodations, Christmas parties, relocation expenses, mobile phones, and maternity allowances. Anitha (2013) supported the need for remunerations and benefits as they facilitates the existence of employee engagement. This was supported by a study held by Heruwasto (2017) study which aimed at testing the hypothesis that remunerations and benefits have a positive effect on employee engagement with organisation brand in between with results showing that organization brand failed to be mediating variable just because only remunerations and benefits has an effect on organisational brand and employee engagement.

Spam (2010) mentioned that for employees to be well engaged, the corporation need to make sure that there is good working environment. This was reinforced by Anitha (2014) who point out that working conditions play a vital role as it leads to high employee since a safe working environment can attract new candidates to apply for the positions that are vacant and they will be engaged to perform

On job security, Heruwasto (2017) mentioned that a feeling of insecurity by an employee in his or her duty can also have an indirect effect on his or her degree of engagement for instance, perceived fear of being unproductive resulting in low morale and poor performance. Human Capital Managers need to make sure that they are behaving and managing in a way that provides reassurance to their workers during periods of uncertainty for employees to be highly engaged.

Greenhaus, et al (2003) defines work life balance as the extent to which an individual is equally engaged in and equally satisfied with his or her work and family role. His idea was supported by Soy (2015) who conducted a research mainly focusing on understanding the relationship between work life balance and employee engagement and the results shows that work-life balance is an essential to driver to employee engagement at the workplace. One can say that there is a direct relationship between work-life balance and employee engagement.

2.4.4 Organisational Performance

The Aon Hewitt (2014) Employee Engagement Model describes performance as a catalyst of engagement and considering career opportunities, acquiring and development, performance management, employee management, rewards and

recognition. All these things should be mentioned in a good contract of employment so that it motivates employees to work very hard knowing that their efforts will be appreciated accordingly. Commitment in organisations comes when the contract of employment meets the needs of employees. Favourable contract of employment can push people forward in pursuing their careers because they become obligated with a desire of enhancing their knowledge. Employees that follow what their contract says such as character exhibition and outstanding performance must be awarded and rewarded for their experience and efforts. Adam (1994) went on to say that for the organisations to ensure a high quality performance, it must train its employees so that they can have relevant knowledge and skills which will help them to adapt to any change taking place both in and outside the organisation, and finally boost the quality of organisational performance. The goals and objectives of an organisation must be met without compromising of training the employees. These must be met by fully utilising the resources of the company to meet its set objectives thereby satisfying the employer, employee and the customers.

2.4.5 Company practices

Aon Hewitt model, (2014) describes company practices as encompassing communication, customer orientation, expansion and inclusion, enabling infrastructure, capacity and employment. Effective communication between the employee and the employer creates an environment conducive for the utmost outcome of performance and engagement on both parties. The employee who is given the opportunity to have a say in the matter of how the work is supposed to be done is more motivated and engaged. Their roles plays a critical role in structuring and balancing the organisation. This will show that the company values their presence and their inputs, hence making a difference towards progress.

2.4.6 Contract of employment

Contract of employment is very crucial in a business organisation as it leads to employee engagement. Sandhu & Sharma (2022) stated that when the contract of employment is favourable, employees are most likely to be well engaged. According to Saad et al (2021), a good contract of employment is vital in enriching employee engagement levels. Therefore, Human Capital Managers should invest much of their

time and efforts on the contract of employment for the development and engagement of their employees.

2.5 Organisational Outcomes

Employee engagement is a very important in any organisation as it leads to organisational success. In other words one can say that employee engagement forecasts the employee outcomes, company success, and business performance. The effect of employee engagement and disengagement can affect the organisation positively or negatively. When the contract of employment is favourable, employees are likely to be well engaged then the outcomes will be positive and when employees are not engaged then the outcomes will be unfavourable for the organisation. It is of paramount importance to link contract of employment to higher employee engagement not only to make them feel a sense of recognition but as a way to engage them in the organisation hence drive the organisational to achieve its strategic and set goals.

2.5.1 Financial Growth and Profitability

There are so many authors that have highlighted the solid relationship between contract of employment and employee engagement. Lockwood (2007), allege employee engagement as the major driver for the success of the business. Generally, with increased employee engagement, a business organisation can see revenue growth more than other firms with disengagement employees. When employees are engaged, it means they have a sense of belonging and this can reduce the expensive to hire new staff at City of Harare since there will be less or no labour turnover. Employee engagement benefits City of Harare since contributes to the overall performance of the company. Right Management, (2006) simplifies it by saying that an organisation's success is due to employee's true engagement. Research has proved that employees that are well engaged yields better business results since they may translates to stronger inter-relationship with customers hence, better financial performance

2.5.2 Employee Retention and Loyalty

Havard Business Review Analytic Services (2013) agree that if employees are engaged, they are less likely to quit, therefore they are more likely to stay in the organisation for a long period than disengaged employees. A research by Anderton & Bevan (2014) made known that employees who are highly engaged report fewer days of absence, they

work very hard to fulfil company goals and are less likely to leave the organisation in search for other jobs.

2.5.3 Productivity

Anderton & Bevan (2014) states that there is a general acceptance that a culture of engagement contributes towards sustaining a happy, healthy and productive workforce. The researcher believe that Human Capital Personnel mainly focus on employees that have a great impact to improvements in productivity. The key to unlock productivity at the workplace is to make sure that the two parties, the employer and the employee are engaged.

2.6 The Link between contract of employment and employee engagement.

A business organisation is characterised by various types of contracts between an employer and an employee that binds their relationships. This includes psychological contract which is crucial in determining the engagement of employees in an organisation like City of Harare. According to Naidoo et al (2019), psychological contract is esesntial in enhancing the relationship between the employee and employer. Saurombe & Barkhuizen (2020) mentioned that psychological contracts represents the mutual beliefs, perceptions, expectations and informal obligations between the employee and the employer. When this relationship is solid, both parties are likely to be well engaged.

Koveshnikov et al (2020), alludes that a good contract of employment exudes self-efficacy, resilience, high level of optimism, drive an employee to perform outstandingly to increase output produced, profits, quality differentiated products or services, a better exploitation of company resources and employees can control and achieve success in their career by having self-esteem. Researchers like Markos & Sridevi, (2010) postulates that contract of employment has a positive control over employee engagement, remarking that the more employees are engaged, the better the organisation performs and it also has a positive influence on performance outcomes such as profitability, productivity, employee retention, safety and customer loyalty. Naidoo et al, (2019) states that when employee's heart and mind is captured by the organisation, then the company is most likely to perform better. Nevertheless, another author Devi, (2017) said that organisations could improve its functions by using employee engagement as a strategic tool. Agarwal & Sajid (2017), identified an

employee as the engine of the organisation that supports it to effectively execute its strategy and achieve its mission. Employees who are engaged in the organisation know their position and purpose thereby allowing them to be driven enough to perform their tasks. As stated by Swanepoel & Saurombe, (2022) the fulfilment of the contract of employment leads to an increase in employee engagement, morale and therefore reduce turnover intentions. One can say that there is a positive relationship between contract of employment and employee engagement.

2.6.1 Empirical literature

A research was conducted by Ngobeni et al (2022) focusing on investigating the impact of contract of employment on employee engagement in the bank of South Africa. The study form a small population at the selected bank and use a qualitative approach. 13 managers where chosen as the target sample as they are custodian of contract of employment while concurrently being the influencers of employee engagement. Those with a minimum of five years of managerial experience were selected without focusing on gender type. The results shown that there is a direct correlation between contract of employment and employee engagement, managers should make sure that the contract of employment is favourable so as to enhance employee engagement.

According to SA Journal of Human Resource Management, another research was conducted by Naidoo, Abarantyne & Rugimbana (2019) to identify the impact of contract of employment on employee engagement at a university of Technology. The motive of the study was to identify the number of employees whose expectations were not met by the organisation and the purpose of the study were to determine the elements of contract of employment which were impacting employee engagement at this institution. Quantitative techniques were used via online self-administered questionnaires for data collection. The population and sample size was 400 permanent and fixed term academic employees across all sic faculties of the University. Primary and secondary data were collected for this study. The results shown that 85.51%of participants were satisfied with their jobs whilst 14.49% were not as they were saying that they were experiencing discord in the employee relationship and therefore the management had to come up with employee retention policies in order to hold onto those employees an organisation wants to keep for longer and, creating a better understanding of the need for employees and the impact of contract of employment

fulfilment and breach. Recommending that organisation agents must ensure that policy changes must be communicated, realistic perception of the organisation must be presented to the prospective employees, employee encouragement, support and feedback, and efforts must be made to foster a trusting relationship among employees and the organisation so as to improve employee engagement.

2.7 Knowledge gap

From the related findings used in this study, the researcher recognised research gaps on the concept of contract of employment and employee engagement which encouraged the researcher to investigate more on the phenomena. The researcher realised that studies regarding to contract of employment and employee engagement where mainly carried out in developed countries and less concentration has been given in Africa especially in Zimbabwe. And also, previous researchers where mainly targeting Private limited companies ignoring the Public Sector. Consequently, the researcher is going to evaluate the impact of contract of employment on employee engagement in a Government Institution, City of Harare – Harare Water Department as a case study so as to fill this gap.

2.8 Chapter summary

This chapter has managed to highlight the introduction of what was going to be discussed, the theoretical and conceptual framework of the concept of Employee Engagement. Literature review was another area that was covered in this chapter as well as Empirical literature in a bid to find out what other scholars wrote on the concept of contract of employment and employee engagement. Based on the amount of positive evidence, it is highly probable that good contract of employee is key to employee engagement. The next Chapter (Chapter 3) will focus on the methodology, research instruments, data collection procedures as well as research ethical issues.

CHAPTER 3

RESEARCH METHODOLOGY

3.1 Introduction

In this Chapter the researcher has shown how the research was carried out thereby taking note of the research design, population, sampling procedure, participants,

research tools used, data collection and analysis procedure and ethical considerations. As enunciated by Osuala (2002), research methodology shows the overall strategy used by the researchers in data collection and data analysis for the purpose of investigation of problems. He went on to say that research methodology is a specific technique of identifying the problem, select, process, collect, present and analyse information about a topic. Dawson (2019), mentioned that research methodology is the primary principle that will guide the study.

3.2 Research philosophy/paradigm

According to Saunders et al, (2015), a research paradigm is defined as a belief about the techniques in which information should be gathered, assessed and used in order to develop and to gain knowledge about a particular research topic. Note that this research was supported on both positivism and interpretivism research philosophies.

3.2.1 Positivism

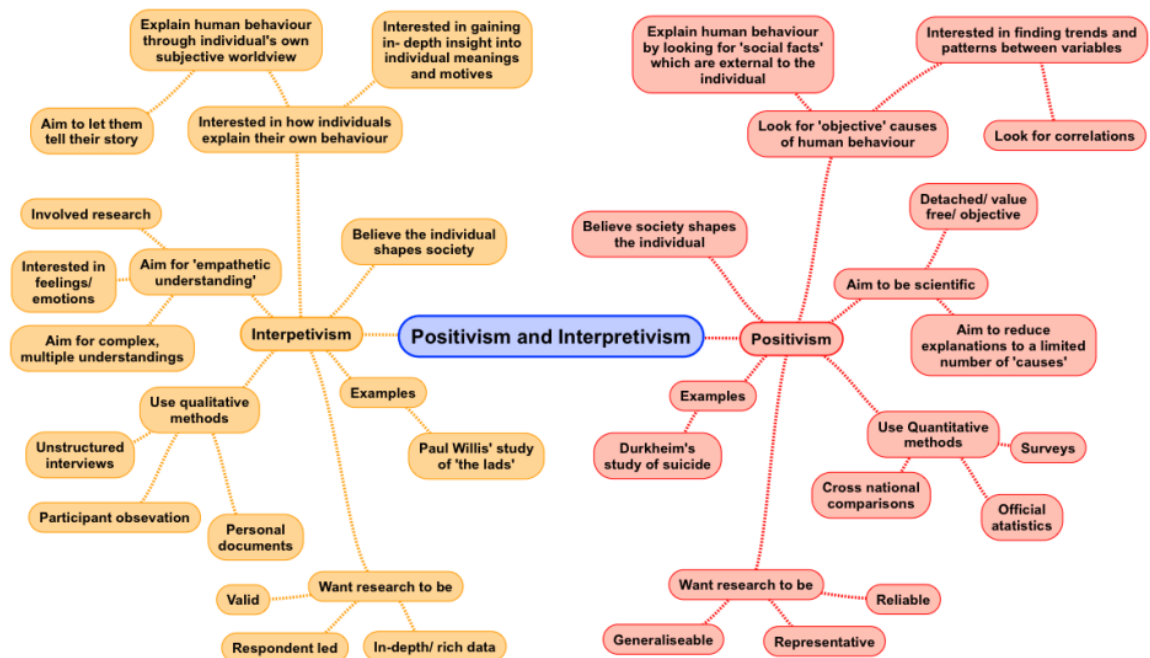
As postulated by McCathy, (2002) the positivism method is there to put emphasis on observation and reasoning as a way of understanding the behaviour of human beings since true knowledge is established basing on people's experience and can be obtained by observations and experiments. Bakar, (2016) mentioned that through using positivism approach, we are likely to obtain the reliable and accurate results since positivism gives boundaries on what we can observe. In regards to this, take note that positivism is a quantitative method based on the principles and beliefs of people that belong to a particular society and this approach is seen as value free and independent research. Hence, the researcher used the positivism approach in order to collect quantitative data on contract of employment and employee engagement.

3.2.2 Interpretivism

As defined by Zikmund et al (2012), interpretivism is a qualitative research method which mainly focus on understanding how individual humans makes meanings of their words. According to Zikmund et al (2012), interpretivism focuses on obtaining data through direct interaction with the phenomenon under investigation. It aim to describe certain events, and culture through what participants think for instance the use of face to face interviews to collect closed and open ended data. Therefore there is a need to

understand the employee's point of view and seek explanation within the boundaries of the research as explained on the diagram below.

Figure 2.2: Differences between the Positivism and the Interpretivism Research



Source: Lahiru (2017) Paradigms

3.3 Research approach

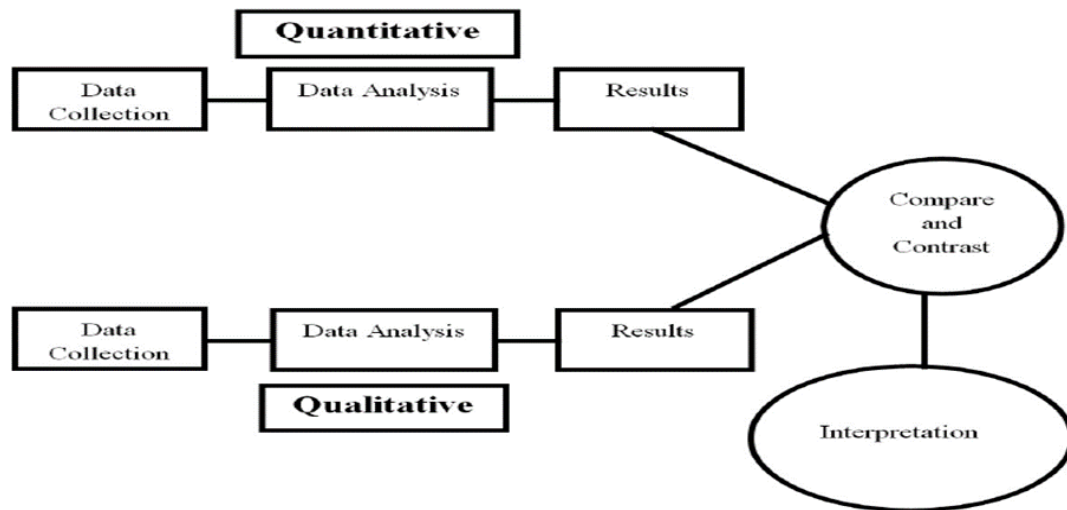
Kindwell, (1990), defined research approach as a course action and procedures of how are we are going to undertake when collecting, analysing and interpreting data basing on the nature of the research problem. Therefore, the researcher used more than one approach to collect data (mixed research methods). He used both qualitative and quantitative approach to get all the necessary information from the participants.

The researcher used mixed research method which is also known as multimethodology since it combines qualitative and quantitative research in order to get accurate results.

The researcher believed that qualitative research or quantitative research on its own is not enough so there is a need to converge the two research methods so as to have a better understanding, remove bias and answer the research question. According to Martens (2011), the foundation for this research method are the four common mixed designs which are sequential explanatory design, concurrent triangulation design, concurrent embedded design and concurrent transformative design. In this regard, the investigator in this research used the concurrent triangulation design because of its efficiency of time since data are collected simultaneously, data analysis can be conducted independently and it is intuitive, (Creswell and Plano Clark 2018).

Figure 3.2 below is a diagram of a mixed research where the researcher combines qualitative and quantitative research techniques, methods, approaches and concepts into a singular study for the purpose of breadth and depth of understanding and corroboration, (Creswell and Plano Clark 2012)

Figure 3.2: Mixed Method Research Method



Source: Creswell (2012)

3.4 Research design

According to Zikmund (2013), a research design as a strategy and structure of investigation used to gather and analysing the needed information to provide evidence to answer the research questions. The researcher used causality and case study as research designs, McMillian and Schumacher (1993). Take note that the research question sinks on the “cause and effect” classification henceforth scrutinising the observed connection of the variables that is the effects of contract of employment on workers engagement which makes causality research design essential for the study as postulated by (Saunders et al, 2007).

More so, Mullins (2007), the case study was used because it can apply more than one research method that is quantitative or qualitative research method and also gather information from different sources, hence triangulation of data attained. The investigator chose to fuse many components of the study in a logical way so as to ensure that the researcher will effectively address the research problem (Creswell & Creswell, 2018)

A case study is defined by Corbetta, (2003) as an in-depth, detailed study of an individual or a small group of individuals. Beach et al (2018) defines causality research design as understanding a phenomenon in terms of conditional statements in the form,

“If X then Y.” Perhaps, this type of research design is there to measure the effect of certain changes on existing norms and assumptions (Buchman, 2018).

Therefore, Soy, (2015) propounded that the prominence of a case study research is placed on exploration and description of an incident that has occurred as well as whether a particular theory is useful to a phenomena hence creating a sympathy of an sophisticated problem through detailed contextual inquiry of a limited number of events and their relationships.

The researcher seek causal explanations that indicate hypotheses tests. In this regard, Creswell & Clark (2018) mentioned that causal effect occurs when changes on the independent variable in this case contract of employment results on a change on another dependent variable that is employee engagement. Therefore, in order to determine causality, one must expose cases on the independent variable before variation on the dependent variable (Punch, 2004).

3.4.1 Study Population

Haysamen (2005) enunciates that a population refers all members, and all elements that the researcher wants to investigate on. This was strengthened by Bets and Khan, (1993) who define population as a group of individuals having more characteristics in common. For this research, the population included non-managerial employees, supervisory employees and the top management who have worked for at least one year. The aforementioned participants were chosen in the study since they are the ones who really know what should be done for them to be well engaged. The total population of the study was 1825 employees from the Harare Water Department of City of Harare.

3.4.2 Sample size

Borg & Gall (1996), alluded that the large group that one investigate about is known as a population and the smaller group one studies is known as a sample. Macmillan, (1996) mentioned that a sample is the smaller presentation of the whole population. The researcher will use a sample that corresponds to the population of City of Harare – Harare Water department. Krejcie & Morgan, (1970) provided a table which determine the sample size of the entire population. The table shows that if the population size is greater than 1800, then the sample size which will represent the population, is 317. The respondents for the study will include six (6) from the top management, ten (10) from

supervisory employees and three hundred and one (301) from the non-managerial employees. Therefore, sample of three hundred and seventeen (317) respondents was drawn from the population as shown in the table below. The main reason of having a sample is to save time since it reduce the volume of since the investigator does not need to go through each of the individual items. The sample size for quantitative research will be targeting three hundred and one (301) respondents whereas the sample size for qualitative response was six (6) participants. Olsoon, (2017) propounded that qualitative research needs at least five participants for the researcher to have data that can be in conducting the research.

Table 3.1: Krejcie & Morgan Table for determining sample size

Table 3.1 <i>Table for Determining Sample Size of a Known Population</i>									
N	S	N	S	N	S	N	S	N	S
10	10	100	80	280	162	800	260	2800	338
15	14	110	86	290	165	850	265	3000	341
20	19	120	92	300	169	900	269	3500	346
25	24	130	97	320	175	950	274	4000	351
30	28	140	103	340	181	1000	278	4500	354
35	32	150	108	360	186	1100	285	5000	357
40	36	160	113	380	191	1200	291	6000	361
45	40	170	118	400	196	1300	297	7000	364
50	44	180	123	420	201	1400	302	8000	367
55	48	190	127	440	205	1500	306	9000	368
60	52	200	132	460	210	1600	310	10000	370
65	56	210	136	480	214	1700	313	15000	375
70	59	220	140	500	217	1800	317	20000	377
75	63	230	144	550	226	1900	320	30000	379
80	66	240	148	600	234	2000	322	40000	380
85	70	250	152	650	242	2200	327	50000	381
90	73	260	155	700	248	2400	331	75000	382
95	76	270	159	750	254	2600	335	100000	384
Note: N is Population Size; S is Sample Size					Source: Krejcie & Morgan, 1970				

Source: Kline (2005)

Table 3.2: Staff Composition at Harare Water Department

CATEGORY	ACTUAL	TARGET
Top Management	6	6
Supervisory Employees	60	10
Non-managerial Employees	192	301
TOTAL	258	317

Source: Field data

3.4.3 Sampling Procedure

Sampling is the process of selecting an elements or units from the total population which the researcher is targeting to research on, (Saunders 2005). According to Haysamen (2005), the purpose of sampling in this study was to economise resources which includes stationery, time, transport, food and efforts needed to gather and analyse data. The researcher did not collect data from all 1825 employees, he only selected 317 employees from Harare Water Department of City of Harare. The research used probability and non-probability sampling method and applied purposive sampling for qualitative research and stratified random sampling technique for quantitative research.

Bruce, (2012) postulated that stratified sampling method divide the elements of the total population into small well defined groups often known as strata. These elements are grouped according to their similarities for instance, some are homogeneous whereas some are heterogeneous. Then units were then selected randomly from each strata. It is of paramount importance to use random sampling because it is easy to use and it provides accurate presentation of the whole population. The investigator therefore categorised participants into homogeneity strata by their areas of responsibility particularly the top management, supervisory employees and the non-managerial employees. The researcher then randomly select representatives using simple random selection whereby he gave participants numbers to pick and then choose those with even numbers to provide information needed as emphasised by (Almond 2013).

According to Patton (2017), purposive sampling method is a non-probability sampling practice which the researcher used to collect data from the elements of the population that was used to gather information. Take note that on purposive sampling, data is

collected in accordance to its use, need and purpose to the study for instance employees the top management employees and the supervisory employees were purposively assessed because they were the ones with the role of measuring employee engagement through contract of employment. The purpose of this research was to determine the impact of contract of employment on employee engagement.

3.5 Data Collection Methods and Techniques

Research data is referred to as the data that has been gathered, discerned, produced or formed to authenticate initial research findings, (Jebreen 2012). Research data can either be primary data or secondary data, depending on where the information was sourced. Panneerselvam (2004), postulated that the two main types of research data are important for research and any other relevant studies. The investigator combined the two (primary and secondary data), thereby conducting secondary research first, and then make use of then primary research so as to fill in gaps in the study and give the research a more comprehensive picture, (Burrows 2011).

3.5.1 Primary Data

Primary information is defined as the data which is apprehended at the point through the use of primary data sources such as interviews and questionnaires as highlighted by, (Khan 2011). So the researcher will collect information from the respondents through the use of the survey design approach which are questionnaires and interviews, these primary data techniques provides accurate and up to date data, (Borg & Gall 2007).

3.5.2 Secondary Data

Secondary data is obtained from the primary data source such as articles, textbooks, reports, journals, newspapers, dissertations, internet and other information from the head of different departments which is useful to a particular research, (Babbie & Mouton, 2009). Jebreen (2012), defines secondary data as a research data that has previously been gathered and can be accessed by the researcher. The researcher is going to use textbooks, the internet, and the information in and outside City of Harare – Harare Water Department and to carefully articulate these findings such that they suited the research objectives. In affirmation to the above, secondary data were used since allowed the researcher to obtain data relevant to the study at little or no cost as well as to clarify

the research question and it provided historic or comparative data to enable longitudinal studies (Denzin & Lincoln, 2000). The researcher used both primary and secondary in solving research problems.

3.6. Data Collection Procedure

Data collection is a plan that has underlying rules and steps which are taken by the researcher when conducting the research and come up with outcomes, suggestions, recommendations and conclusions, (Oppenheim, 1992). Nevertheless, data collection procedure is of the view that it is the process of gathering and measuring information on targeted variables in an established systematic fashion, which then enables one to answer relevant questions and evaluate outcomes, (Burrows 2011). The researcher sought permission through the Human Capital Department of the Harare Water Department with purpose to understand the impact between contract of employment and employee engagement. After permission was granted, the document of authority obtained from the administration was presented to each member to be questioned or given a form to complete. The investigator then made appointments with 16 respondents for interviews which targeted mainly the top management and supervisory employees because they had limited time to complete questionnaires and he also administered 301 questionnaires directed to non-managerial employees because they had enough time to fill in the questionnaires and return them. The questionnaires were delivered by hand to the targeted respondents with a specified collection date. To guarantee confidentiality of information provided envelopes were attached to the questionnaire and participants were instructed to put completed questionnaires and seal them. The precaution was to ensure that responses were privy only to the researcher.

3.6.1 Research Instruments

Research instruments are defined as tools used by the researcher in collecting data by (Borg & Gall, 2007). The researcher is going to use both closed and open-ended questionnaires and face to face interviews to draw conclusions, since this study is both qualitative and quantitative research. The research ensured triangulation since qualitative and quantitative data complemented the other resulting in strong research design leading to reliable findings. The methods and instruments of data collection was adopted after a thorough consideration of cost, effectiveness, the sample size and the required amount of data, audience location and accessibility as well as the required

speed of data collection. Questionnaires and interviews instruments are indicated below.

3.6.2 Questionnaires

A questionnaire is a research instrument consisting of series of questions and other prompts for the purpose of gathering information from respondents, (Nachmias, 1994). This was supported by Reswell (2002) who describes a questionnaire as a series of questions asked to individuals to obtain statistically useful information about a given topic. The researcher used closed-ended questionnaires aimed at testing the impact of contract of employment on employee at City of Harare – Harare Water Department. The open-ended questionnaire enhanced the opportunity to gather rich and in-depth information as respondents were at liberty to express their feelings and experiences. The researcher opted to use the questionnaire on most of the respondents because they offer a fast, efficient, and inexpensive means of gathering large amounts of information from sizeable sample volume, they ensure anonymity and confidentiality, data can be quantified and can be collected simultaneously and can be easily analysed as shown by, Reswell (2002).

3.6.3 Interviews

As stated by, (Hussey & Hussey, 1992) an interview is an effective systematic conversation between an investigator and the interviewee with the aim to obtaining information relevant to the specific study. The researcher used face to face interviews in order to get first-hand information from the permanent employees. Nachmias (1992), defines personal interview as face to face interpersonal role situation whereby the interviewer ask the interviewee some questions relevant to the research problem and then use the answers from the respondents to get necessary knowledge and draw conclusions. The researcher interviewed the top management and the supervisory employees at City of Harare – Harare Water department. Denzin & Lincoln (2000), mentioned that the research interviews are created for their adaptability where the interviewer can follow up the thoughts, feelings and ideas behind the responses given in a way that questionnaire completion captures. There was greater control of the environment, and the researcher conducted the interview in private which rendered good responses. There was also flexibility which helped to probe for specific answers

since respondents could repeat the answers. Nevertheless, the interviews were time consuming, but the researcher tried to make sure that the questions were asked precisely so that respondents would find meaning without difficulties.

3.7 Data Presentation

According to Saunders et al, (2012) data presentation is defined as a systematic way of collecting data using different ways and is organised corresponding to its variables to aide in giving meaning. The researcher starts data presenting by categorising and organising data so as to make it easy to draw conclusions through the use of study graphs to illustrate quantifiable and non-measurable data respectively. The graphs and tables provides pictorial demonstration which makes it uncomplicated to absorb and proffer conclusion. Finally, report from data examination were summarised, conclusions drawn, and recommendations made on employee engagement after contract of employment.

3.8 Ethical Considerations

Ethical consideration are seen to be expert practices done in agreement with the laws of recognised codes of conduct for a given career or a occupation, (Bryman 2008). Armstrong, (2009) view ethics as the moralities, principles and the ideas leading influencing professional behaviour. Ethical declarations set the moral values of good manners which the investigator should track. The researcher had to speak crucial subjects of voluntary contribution, secrecy and confidentiality of respondents, fitting ascription of composition and elimination of all kinds of plagiarism (Babbie et al, 2009). All examination was completed frankly with no secrets or furtive research. As far as possible, recognised and a full bibliography pinpointing information foundations was provided. Therefore, the investigator abided by the following ethical considerations to the organisation.

- The researcher abided by the rules and regulations of City of Harare – Harare Water Department as he seeks approval to conduct the research at the organisation.
- The researcher ordered for slot when he needed to talk to the targeted employees to avoid disturbing employees from performing their normal duties at the workplace.

Ethical considerations to the employees:

Informed Consent

The researcher made sure that there is informed consent before conducting the research at City of Harare - Harare Water Department. Informed consent is when the respondents is offered a room to choose on whether to partake or not after getting all the necessary information in regards to the dangers or harm that might arise if they contribute in the study, (Latif & Maunganidze 2003). The participants were made aware of the merits and demerits of participation, the benefits and the risks were clearly outlined and there was no coercion to participate.

Confidentiality and Anonymity

The scholar ensured that there is confidentiality and anonymity on the information that was provided by the respondents. The participants were guaranteed that the input that they had contributed was going to be preserved in secret and used for academic reasons only. In regards to this, no names were mentioned so as to ensure anonymity of the participants so that they can participate freely in the research.

3.9 Reliability And Validity

Validity is the degree to which an instrument measures what it purports to measure, Borg (1989). Validity requires that an instrument is reliable, but an instrument can be reliable without being valid, (Kimberlin & Winterstein, 2008). Validity of this research on employee engagement was addressed through rigorous literature review to fully understand the subject matter. This enabled the researcher to clearly state what needed to be measured, and in this case, the issue at hand was to see contract of employment's impact on employee engagement ay City of Harare – Harare Water Department. The researcher used the questionnaires to obtain information which demand further explanations of the questions in the questionnaire. Validity is important in determining whether the statements in the questionnaire instrument and interview manuals are relevant to the study.

The reliability of data refers to an instrument's ability to yield the same results each time it is administered. This is done to measure consistency. Leedy, (1985) postulated that reliability deals with the accuracy of the instrument that is used in making the measurements. It is crucial for the reliability of the study that the instrument measures

what it was intended to measure even if one repeats the test on different people with similar characteristics. The researcher ensured that the questionnaire used in data collection consisted of simple and well stated questions which solicited the same responses. An interview was also used in the research to increase accuracy in the data collected.

3.10 Conclusion

This chapter gave a general summary on how data would be collected, and the population to be used to collect reliable data for the research. It covered research paradigm, research methods, research design, population, sample size, sampling procedures, instrumentation, validity and reliability, data analysis and ethical considerations. The next chapter will cover data presentation and discussions.

CHAPTER 4

DATA PRESENTATION, ANALYSIS AND DISCUSSION

4.1 Introduction

This chapter seeks to present to findings of the research in chapter three collected through the use of qualitative and quantitative research methods from the employees at City of Harare, Harare Water Department through questionnaires and interviews respectively. It seek to show the response rate for both interviews and questionnaires, the demographic data of workers who participated in answering the questionnaires, conceptualisation of employee engagement, the key drivers of employee engagement, significance of employee engagement and the ways to improve employee engagement. The researcher used graphs as means of recapitalise quantifiable data and tables on non-measurable data exploiting a thematic method. This chapter will also discuss and synthesise the information obtained by the investigator making reflections to the research objectives fore stated in the research and ascertain if the answers met the research questions and aims that cause the study as well as seeing if the findings correspond or contradict with other scholars' opinions as included in the literature review of this study.

4.2 Response rates

Table 4.1: Rate of the response for questionnaires

Target	Actual	Response Rate Percentage
301	258	86

Source: Primary Data (2023)

The response rate for participants were tabulated in Table 4.1 displays that 258 of the 317 administered questionnaires, were answered and give back which represent an 86% response rate. This enabled me to proceed with the research since Mugenda et al (2011) postulated that if the response rate is more than 50%, it is enough for the researcher to proceed with the data presentation as it produces useable data.

Table 4.2: Response Rate for Interviews

Interviews scheduled	Interviews held	Response Rate Percentage
16	11	69

Source: Primary data (2023).

Sixteen interviews were scheduled by the researcher and only eleven were held due to time limitations. The response rate of 69% was therefore obtained from the interviews. The researcher acknowledged the shortfall to be a consequence of the interviewees being tied up with other responsibilities such as attending to clients at the office since the interviews were targeting the top management and the supervisory employees.

4.3 Demographic Data

Table 4.3: Demographic Data

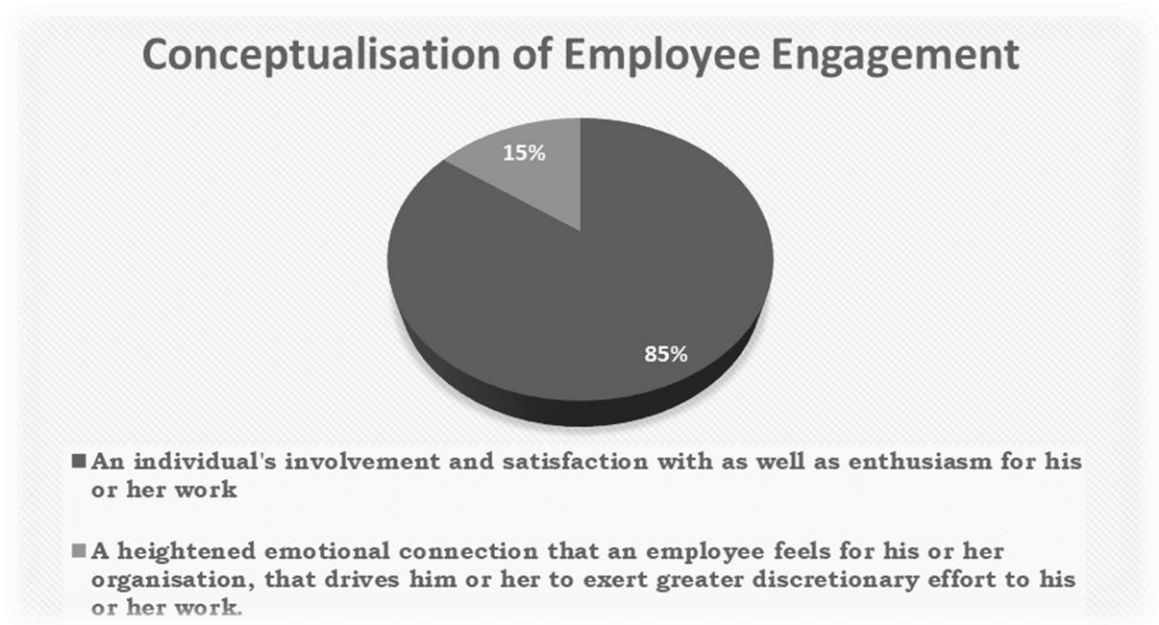
Age	Sex		Education			Level		Length of Service (Years)				
	M	F	Mast	Degree	Diplo	'O'	No Mgt	1	2-5	6-10	10+	
18-27	61	33	8	3	24	11	94	54	30	-	-	
28-37	11	21	9	9	9	23	32	16	19	-	-	
38-47	15	12	2	13	28	11	40	12	11	6	19	
48-57	34	31	6	6	25	5	65	15	14	27	12	
58+	23	17	2	1	8	15	27	2	1	15	5	
Total	144	114	27	32	94	65	258	99	75	48	36	

Source: Primary Data (2023)

Table 4.3 the above shows the demographic data of the participants at City of Harare, Harare Water Department. The table shows the respondents' age ranges, gender, educational level, and period of services of the respondents. It reveals that the majority (94) of the respondents are in the age range of 18-27 years and the minority (27) are in the age range of 58+. The table went on to display that the number of males is greater than the number of females as shown (144) males compared to (114) females. Focusing on the level of education, one can note that the majority (28) of the respondents are holders of Diploma Certificates whilst the minority (1) have a degree. Furthermore, the majority (30) of the respondents have 2-5 years in the service whilst the minority (5) have more than ten years in the service.

4.4 Conceptualisation of Employee Engagement

Figure 4.1: Conceptualisation of Employee Engagement



Source: Primary Data (2023)

Figure 4.1 shows that 85% of the respondents viewed employee engagement as an individual's involvement and satisfaction with as well as enthusiasm for his or her work and (15%) defined employee engagement as a heightened emotional connection that an employee feels for his or her organisation, that drives him or her to exert greater discretionary effort to his or her work.

From interviews conducted, 72% of the respondents share same views on the question which says, “what do you understanding by the term employee engagement?’ The researcher viewed it as the illusive force that motivates employees to higher levels of performance. Some of their responses are tabulated below.

Table 4.4: Interviewees' Responses

Interviewee	Response
-------------	----------

1	“Employee engagement is the extent of employees' commitment, work effort, and desire to stay in an organisation contributing to the success of the organisation which is profit maximisation.”
2	“In my own understanding, employee engagement describes how an employee thinks and feels about, and acts committedly toward his or her job, the work experience and the company to perfume well.”
3	“What I understand about employee engagement is the extent to which people enjoy and believe in what they do and feel valued for doing it. This will ensure that employees put all their energy in their week to increase profit levels.”
5	“Employee engagement entails a situation when an employee is fully committed to an organisation’s objectives, the direction it is going, and this will be seen in terms of commitment and performance.”
7	“I view engagement as a state of emotional and intellectual commitment to an organisation or group producing behaviour that will help the organisation to fulfil its short term and long term objectives.”
9	“Employee engagement is the extent to which employees feel passionate about their jobs and commitment to the organisation so as to deliver quality products and services which will improve our profit levels and income.”
10	“Engagement is a positive attitude held by an employee towards the organisation and its values. An engaged employee is aware of business context and works with colleagues to improve performance within the job for the benefit of the organisation.”

Source: Primary Data (2023).

On the other hand, 27% respondents from interviews conducted saw the question which says, “what do you understanding by the term employee engagement” as the same as employee commitment. Some of their responses are tabulated below.

Table 4.5: Interviewees' Respondents

Interviewee	Responses
-------------	-----------

2	“Employee engaged is largely premised on the leadership and leadership style, how decisions are being made, the culture being driven by the leadership and resourcing – when you work in a company where there are no resources you cannot expect employees to be productive even if the leadership is good they are likely to be disengaged due to lack or absence of resources to produce. Career development is also key to an engaged workforce at Harare Water since employees no longer want a job but a career and competitive rewards that will make them engaged towards their work.”
6	“The key factors that drive engagement include a good working environment sharing of direction, involvement, creativity, employee development, performance, rewards and recognition.”
7	“For our employees to be engaged towards their work, there is need for us to make sure that the working environment is conducive for them to work, coming up with career development plans as well as having a sound rewards system.”
8	“Rewards and recognition are essential to keep our employees engaged towards their work. However, we should also take into cognisance factors like career development and a safe working environment as drivers of employee engagement in our organisation.”
10	“Over the years we have been undermining the importance of career development to our technical staff, but we have recently found it as an issue that motivates our employees when we offer career development opportunities. More so, as HR, we have to reduce high stress levels by ensuring that the conditions in which our employees work are safe since this increases their engagement levels as well as having a reward system that allows employees to meet their physiological needs.”
11	“All I can say is that good rewards, a good working environment and career development are the factors that need attention in our organisation since they have become key drivers of engagement particularly in our organisation.”

Source: Primary Data (2023)

However, they then answer the question which reads, “What drives employee engagement in your organisation?” fewer of interviewees had different opinions

from those of the rest and they considered organisational reputation as the major driver of employee engagement. Their responses were presented in the table below.

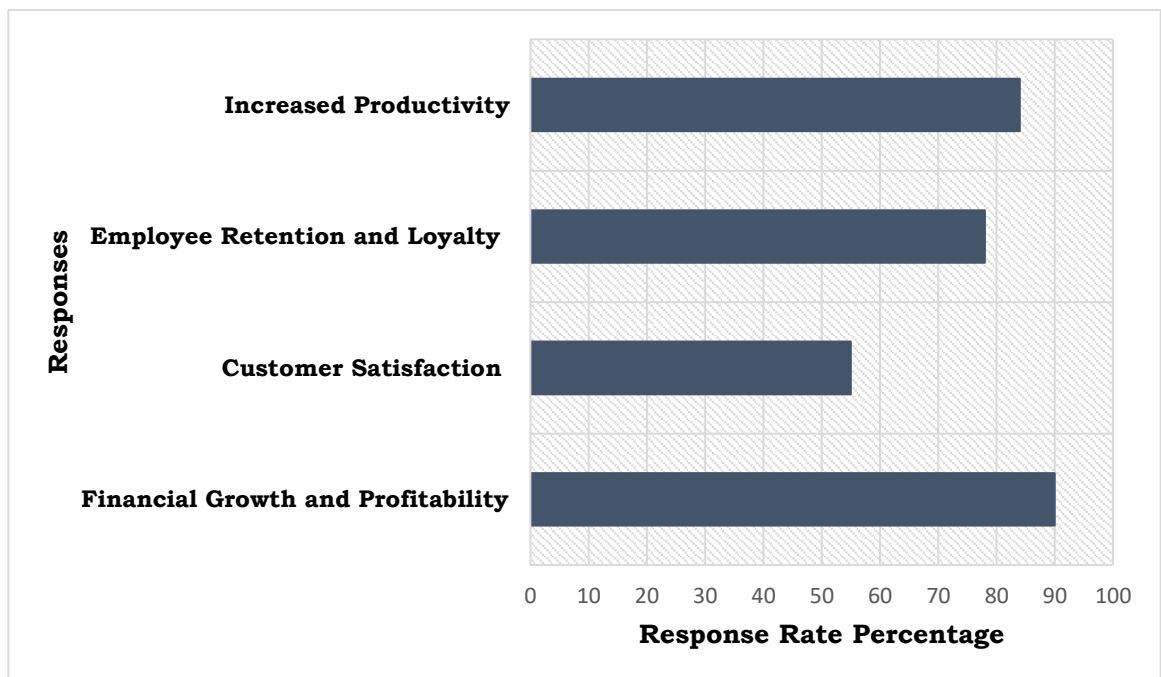
Table 4.6: Interviewees' Responses

Interviewee	Response
1	“An organisation’s brand image is salient in driving engagement as employees feel a sense of pride in being associated with a reputable organisation.”
6	“We are working towards having a good organisational image since this will allow employees to have this sense of belonging when they work for a well-known organisation hence increasing their levels of engagement.
9	“For employees to be engaged, we should offer them support as the management and make sure that we remove obstacles in their paths. However, a reputable image is also needed to drive engagement in our workforce.”
10	“It is critical for an organisation to have a better brand image since employees will be determined to stay with that organisation and they become self-driven towards their work since they will be trying to maintain the standards of that particular organisation.

Source: Primary Data (2023)

4.5 IMPORTANCE OF EMPLOYEE ENGAGEMENT TO THE ORGANISATION

Figure 4.2: Importance of Employee Engagement to the Organisation



Source: Primary Data (2023)

Figure 4.2 demonstrates that 90% of respondents are of the view that the relationship between contract of employment and employee engagement is characterised by financial growth and profitability. 55% of the respondents are of the view that the relationship between contract of employment and employee engagement is evidenced by customer satisfaction.

From the interviews conducted, most of them advocate that employee retention is the major highlighter of the relationship between contract of employment and employee engagement. The table below illustrates some of their responses.

Table 4.7: Interviewees' Responses

Interviewee	Response
-------------	----------

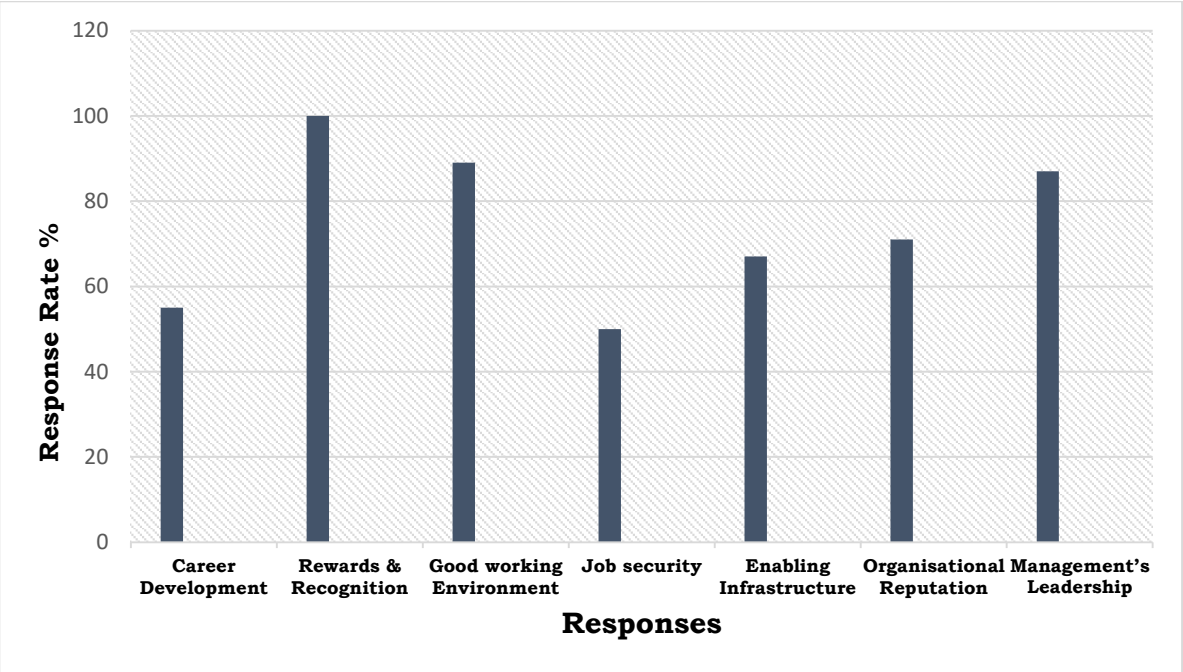
2	“I would categorise contract of employment into three sections, that is; casual employment – is a part time employment whereby an employee can work without mutuality of obligation and no continuing employment relationship between assignments. Seasonal contracts – is a fixed term contract subject to specific rules for instance an employee can work for only three months a year. Permanent contracts – is a full time employment contract also known as infinite contract since it has no expiry date. This contract of employment can leads to employee engagement since employees have no fear of job loss”
5	“Contract of employment is determined under section 91 of the updated labour act which say that an agreement whether oral or written, express or implied whereby one person agrees to employ another as a worker and that person agrees to serve the employer as a worker. So the relationship between the employee and the employer will protect both parties in a working relationship leading to employee engagement.”
7	“Obviously we have to look at the relationship between the two variables, when the contract of employment is favourable, the employees are most likely to be well engaged since they will feel part of the organisation and they will perform well.”
8	“Employee engagement is critical in various organisational outcomes but the most key is that it reduces labour turnover, increase productivity and more profits.”
9	“An engaged workforce ensures that there is increased quality of the services provided by an organisation, reduces labour turnover as well as increasing profit levels and customer satisfaction.”
10	“Staff retention is a result of a favourable contract of employment usually a permanent contract of employment and engaged workforce as well since the employees will be willing to stay in the organisation due to their met needs. We should also appreciate employee engagement for increasing profitability in the organisation since employees will be dedicated to work.”
11	“The most notable benefit that most organisation gets from an engaged workforce is employee motivation. However, staff retention is also

	important to consider since organisations retain talent through fostering employee engagement.”
--	---

Source: Primary Data (2023)

4.6 KEY DRIVERS OF EMPLOYEE ENGAGEMENT

Figure 4.3: Key Drivers of Employee Engagement



Source: Primary Data (2023)

Figure 4.3 shows that all of the respondents believe that Rewards and recognition are the key drivers of employee engagement. 50% of the respondents revealed that job security is also a driver of employee engagement.

From the interviews conducted, the majority of interviewees said that a good working environment are the key drivers of employee engagement in their organisation. Some of their responses are tabulated below.

4.7 EMPLOYEE ENGAGEMENT STRATEGIES

Figure 4.4: Employee Engagement Strategies



Source: Primary Data (2023)

Figure 4.4 the respondents also answered the question which says, “in what way does your organisation benefit from your engagement?” Results shows that 94% of respondents are of the view that employee involvement and participation is the key strategy an organisation should put in place to foster engagement in the workplace. Figure 4.4 also show that 53% of the respondents indicated that provision of a road map for success is critical in harnessing employee engagement in the workplace.

From interviews conducted, most of them viewed a need to adopt two-way communication as well as the need of being fair and realistic as key strategies that an organisation should implement to ensure high levels of engagement in the workplace. Among their responses are those tabulated below.

Table 4.8: Interviewees' Responses

Interviewee	Response
-------------	----------

1	“The employee engagement needs to be effected in the organisation through the use of proper communication in the organisation, wellness programmes at workplace, recognition of educational qualifications and proper job grading.”
3	“Appreciation - not in terms of remuneration only but even non-financial rewards, honest and frank communication – even communicating that the company is not able to reward its employees on the set pay date is very crucial so as to make sure that employees become engaged to their work”
5	“There is need of being fair and realistic where as an organisation we comply to statutory requirements so as to avoid issues to do with unfair labour practices and also the fundamental rights of employees that are provided in the Labour Act need to be followed.”
7	“As an organisation there is need for us to initiate two-way communication instead of the top-down approach since that will make our subordinates feel free to air out their views hence making them engaged to their work.”
9	“Fairness should be our motto in the organisation where the way we treat employee A should be the same with how we treat employee B in the same grade since this will make our employees trust us as the leadership hence making them engaged because of that perceived fairness.”
10	“As supervisors, we should treat our subordinates the same and avoid favouritism since this may result in Industrial conflict among employees when they fail to perceive fairness in the way they are treated hence making them disengaged. However, it is also crucial to note that our communication structure should be revised where we move from the top-down approach to two-way communications to enhance employee engagement in our organisation.”
11	“We need to move from the old regime of HRM where there was one channel of communication and adopt SHRM which deals away with role ambiguity and monotony are dealt with since employee roles will be aware of their roles as well as giving views on how their tasks maybe flexible.”

Source: Primary Data (2023)

The other 25% from the interviews conducted say that employee involvement and participation is critical to ensure that employees become engaged to their work. Some of their responses are tabulated below.

Table 1: Interviewees' Responses

Interviewee	Response
2	“One of the ways that will help us in ensuring an engaged workforce is though incorporating our employees in our decision making since they are well informed of challenges, they may face in performing their jobs.”
4	“Involving our employees and their participation in decision making is critical since it helps us to harness higher engagement levels in them since employees want to be attached to an organisation which values their contributions.”
9	“Organisations especially in the Public Sector need to consider the aspect of employee involvement and participation when they want to make effective decisions and that alone is key to an engaged workforce.”

Source: Primary Data (2023)

4.8 DISCUSSION OF THE RESULTS

Research findings were discussed using the thematic approach as follows:

4.8.1 Conceptualisation of Employee Engagement

The research findings from questionnaires showed that respondents had an appreciation of the definition of employee engagement. From the information gathered from questionnaires 85% of the respondents believe that employee engagement as an individual's involvement and satisfaction with as well as enthusiasm for his or her work. This is consensual with Kahn (1990) who defined employee engagement as, “the harnessing of organisational members’ selves to their work roles where they express themselves physically, cognitively, and emotionally during role performances”. However, 15% of the respondents defined employee engagement as a heightened emotional connection that an employee feels for his or her organisation, that drives him or her to exert greater discretionary effort to his or her work. This is supported by Tasker (2004) who describes employee engagement as a beneficial two way relationship where employees go the extra mile for one another. From interviews conducted, 72% of the interviewees share same views on the definition of employee engagement viewed it as the illusive force that motivates employees to perform well. This is in line with Maximo (2015) who is of the view that employee engagement involves an outcome measured or

seen as a result of employees being committed to something or someone in the business providing the best effort. To strengthen this view, Garber (2012) advocated that employee engagement includes the degree to which employees are satisfied with their jobs, feel valued in the organisation, and experience collaboration and trust.

4.8.2 Key Drivers of Employee Engagement

From the information obtained from questionnaires 100% of the respondents indicated that rewards and recognition is the key driver of employee engagement. According to Markos & Sridevi (2010) an important management strategy to improve employee engagement would be to make sure that the contract of employment is favourable. Research was done by Singh (2018) which examined the impact of employee contract of employment on employee engagement in an insurance company in Gauteng as well as the factors that influence and shape employee engagement in the workplace. The findings from the research highlighted that rewards and recognition are among the key drivers of employee engagement in the insurance company.

The findings from the research was supported by a study by Anitha (2014), which aimed at highlighting how rewards and recognition affect employee engagement with the study showing that recognition and rewards are critical to enhancing contract of employment and employee engagement. However, 50% of the respondents revealed that job security is also a driver of employee engagement. Heruwasto (2017), is of the view that a feeling of insecurity by an employee in his or her role can also have an indirect impact on his or her engagement levels through colouring perceptions of other aspects of their work. For instance, perceived risk of redundancy may make an employee feel negatively towards the decisions of the leadership, the honesty of communications, and also potentially about their manager all of which are barriers to employee engagement (Heruwasto, 2017). Anitha (2014), advised that managers, therefore, need to work to ensure they are behaving and managing in a way that provides reassurance to their employees during periods of uncertainty for employees to be highly engaged. This was supported by a study conducted by Truss (2014), on moderated effects of job insecurity on work engagement and distress in Italy which showed that job security was a key driver of employee engagement.

From the interviews conducted, 54% of interviewees said that a good working environment is the key driver of employee engagement in their organisation. Anitha

(2014), highlights that conditions of the workplace play an important role to employees in whether they want to keep working in the organisation since a safe working environment can attract new candidates into the pool to apply for the positions that still need to be filled and they will be engaged to perform. This is supported by a study by Welch (2011), which aimed at exploring the employee engagement which is predicted to be affected by rewards, work environment and work life balance as well as further investigates which factor (rewards, work environment and work life balance) highly affects employee engagement in a telecommunication organisation in Klang Valley and from the study, work environment was the most influential factor that contributed towards employee engagement. However, 35% of interviewees had different opinions from those of the rest and they considered organisational reputation as the major driver of employee engagement. Molinaro et al (2005) alluded that workers want to know they are part of a winning organisation. This could mean that the organisation is financially successful. This is in line with a study by Nguwi (2010), in his national survey on employee engagement, where results show Econet as the most admired company in Zimbabwe. He concluded that it is essential for Human Capital Managers to build a strong employer brand that will assist in ensuring employee engagement in organisations since employees feel a sense of pride in being associated with a reputable organisation.

4.8.3 Importance of Employee Engagement

From administered questionnaires 90% of respondents are of the view that the relationship between contract of employment and employee engagement is characterised by financial growth and profitability. Rayton et al, (2012) supported as he established the Employee Engagement Task Force which outlines the evidence for promoting the engagement movement across the UK, finding positive influences of employee engagement on multiple individual and business outcomes. This research showed that employee engagement can benefit an organisation by contributing to the overall business performance characterised with financial growth and profitability. However, 55% of the respondents are of the view that the relationship between contract of employment and employee engagement is evidenced by customer satisfaction. This view is in line with Coffman (2000)'s view who say that research indicates that there is a positive relationship between engagement and customer satisfaction. This is supported by Lawson (2009), who postulates that engaged employees are more likely

to disseminate their positive mind-set and enthusiastic views of their organisation both internally and externally hence making engaged employees brand ambassadors for the organisation as they are effective in delivering excellent customer service. A study conducted by Moors (2017), investigated the link between employee engagement and customer satisfaction in the retail service industry with the results showing that customer satisfaction is as a result of an engaged workforce.

From the interviews conducted, 68% of the interviewees revealed that employee retention is the major highlighter of the relationship between contract of employment and employee engagement. Bain et al (2013,) stated that besides improving employee engagement, contract of employment also affects the bottom line where more engaged employees are less likely to quit, hence reducing outsourcing costs. This is line with a study by Mone et al, (2010) on employee retention through employee engagement. A Study at an Indian International Airport which concluded that employee retention is an organisational outcome that shows the link between contract of employment and employee engagement. As stated by Swanepoel & Saurombe, (2022) the fulfilment of the contract of employment leads to an increase in employee engagement, morale and therefore reduce turnover intentions. One can say that there is a positive relationship between contract of employment and employee engagement.

4.8.4 Employee Engagement Strategies

From the questionnaires administered, 94% of the respondents were of the view that employee involvement and participation is the key strategy an organisation should put in place to foster engagement in the workplace. This was also similar to the 25% from the interviews conducted where interviewees say that employee involvement and participation is critical to ensure that employees become engaged since they will be having that sense of belonging to the organisation. The contract of employment must be favourable so that employees feel comfortable and a sense of belonging (Kazimoto, 2016). This was supported by Devi (2017), who suggested that the employer must encourage employee involvement in the safety of their work in which they are engaged, thereby making sure that most of the employees are given long term contracts. Markos & Sridevi (2010) mentioned that Human Capital Managers should implement strategies and practices in terms of their impact of contract of employment on employee engagement to the organisation and to the external environment. The study showed

that good employment conditions, employee involvement and participation is directly associated with higher levels of employee engagement hence lower employee intentions to quit. However, 53% of the respondents indicated that provision of a road map for success is critical in harnessing employee engagement in the workplace.

From interviews conducted 75% of the interviewees viewed a need to adopt two way communication as well as the need of being fair and realistic as key strategies that an organisation should implement to ensure high levels of engagement in the workplace. Markos & Sridevi (2010), showed the importance of communication in enhancing employee engagement by noting that managers ensure effective communication and provide consistent information of what is expected on employees and encourage participative decision making so that employees will feel part of the organisation, thereby improving their engagement. A research to study the impact level of two way communication on employee engagement level and its association with employee engagement was conducted by Wellins & Bernthal (2015) which revealed that there is a significant relationship between the employee engagement level and two way communication among the star hotel employees in Coimbatore.

4.9 Chapter Summary

This chapter has shown the presentation and analysis of data and some findings from the research. Data was presented using graphs and tables as shown in the chapter. It also discussed the research findings from the data presented in chapter this Chapter which was being supported with literature from various authors on the concept under study. The next chapter will cover conclusions as well as recommendations.

CHAPTER 5

SUMMARY, RECOMMENDATIONS AND CONCLUSION

5.1 Introduction

This chapter will give an overall summary of the study, suggest recommendations on the concept of contract of employment and employee engagement as well as giving conclusions of the study.

5.2 Summary

The researcher was stimulated to conduct a study on the impact of contract of employment on employee engagement following a series of challenges encountered at the City of Harare – Harare Water Department such as low morale, poor communication from the management, lack of transparency from the management in as much as training criteria was considered since employees were not aware of the methods used by the management to train employees as well as lack of support from the management in the fulfilment of assigned tasks which constitute the statement of the problem thus it was suspected that non-existent of employee engagement strategies was the central concern hence need for a conversant research.

The study also gives more light on the impact of contract of employment on employee engagement. To add more, the relationship between contract of employment and employee engagement was expressed by the researcher using the AON Hewitt Employee Engagement conceptual model which illustrated the link between these two variables.

All appropriate research methods and techniques were discussed in greater detail. The researcher stuck to mixed method in conducting the study. As a result, both interpretivism and positivism were adopted since they complement both qualitative and quantitative techniques. Case study and causality research designs were employed together with stratified random sampling and purposive sampling in conducting the research. The researcher made use of a sample size of sixteen participants in which sixteen interviews were scheduled targeting the top management and the supervisory employees and an administration of three hundred and one questionnaires directed to non-managerial employees. Ethical consideration, validity and reliability together with the conclusion were done on this chapter.

Data gathered was analysed using tables and graphs. The researcher used the thematic method in the demonstration of non-numerical data where ideas were originated from

the research questions. The response rates of the report were established to guarantee the reliability and validity hence authenticity of the results obtained.

The centrality of chapter five focused on the discussion of findings by the researcher. Such findings include comprehension on the topic of employee engagement, key drivers of employee engagement, and the link between contract of employment on employee engagement as well as strategies of enhancing employee engagement which were supported with literature from various authors.

5.3 CONCLUSIONS

Concluding the outcomes acquired from the study, take note that the issue of contract of employment and employee engagement in the pandemic era is of paramount importance as it leads to organisational growth and profitability, customer satisfaction as well as employee retention. Employee engagement stimulate employees to work towards the fulfilment of organisational goals when certain employee needs are met by the organisation as supported by various theorists. Therefore, the research was able to determine that contract of employment has a cordial co-relation with employee engagement and the major factors that drive employee engagement from the research include rewards and recognition and a good working environment. However, employee involvement and participation, provision of a road map for success and two-way communication are major employee engagement strategies that organisations need to implement to enhance employee engagement.

5.4 RECOMMENDATIONS FOR THE STUDY

Recommendations for policy makers and for practice were proposed after the data was collected, presented, discussed and analysed. It is now imperative to proffer the following recommendations on the strategies to enhance employee engagement. Thus, most of the participants have indicated that employee engagement can be best achieved through:

There is a need for employee involvement and participation because a favourable contract of employment can create a platform for employees to feel part of the organisation and a sense of belonging hence employee engagement. Managers and leaders, in their bid to improve employee engagement, must address employees'

concerns and incorporate employees' contributions. Organisations must allow employees greater job autonomy by encouraging independent thinking, problem solving and decision making on how to best perform their jobs, thus producing expected results. Leaders and managers should encourage employee involvement in the process of identifying barriers to engagement and welcome solutions provided by employees to effect positive change within the organisation. Therefore, it is ideal for any business or organisation of any size to devote much attention on the contract of employment so as to promote employee engagement.

More so provision of a road map for success is critical in harnessing employee engagement in the workplace. Brilliant managers care about their employees' success, recognise and value their efforts and contributions, and always consider their views, opinions and ideas and try to figure out their strengths and as well exploit their strengths for the benefit of themselves and the organisation as well.

Moreso, by holding regular career development discussions with the workforce and asking them if they would want to develop their skills and knowledge in the future, the organisation can come up with some training programmes so as to prepare its employees for the future, hence their skills will suit the with the dynamic changes in the external and internal environment.

In addition to boosting retention rates, career development also increase the engagement rate of employees since employees realise what they are capable of and also they are likely to see their roles at the workplace as beneficial and valuable to the organisation.

Managers also need to ensure effective communication this is because the study found out that when employees feel they do not have a clear grasp of their job duties, company policies and the performance metrics by which they will be evaluated, it can prove tremendously frustrating and damage morale to the point that employees may be tempted to look for employment elsewhere.

5.5 AREAS FOR FURTHER RESEARCH

The current study investigated on the impact of contract of employment on employee engagement using City of Harare – Harare Water Department as a Case Study. The researcher recommends that future researchers can apply the same research objectives

to determine the impact of contract of employment on employee engagement in today's business environment. Future researchers should also make thorough researches on the effect of contract of employment on other variables like job satisfaction, staff retention and not solely focus on employee engagement.

REFERENCES

(<http://www.businessdictionary.com/definition/business-firm.html>).

(<https://www.hrzone.com/engage/employees/history-of-employee-engagement-from-satisfaction-to-sustainability>).

(<https://www.ukessays.com/essays/commerce/what-might-we-mean-by-firm-performance-commerce-essay.php?vref1>).

- Anitha, J. (2014). 'Determinants of employee engagement and their impact on employee performance'. *International Journal of Productivity and Performance Management*.
- Ariani, D. W. (2013). 'The relationship between employee engagement, organisational citizenship behaviour, and counterproductive work behaviour'. *International Journal of Business Administration*.
- Baer, K (2017). 'The Relationship Between Perceptions and Actual Use of Workplace Flexibility and Employee Engagement'. Master's Theses. 4787.
- Baik, A. (2016). *Employee Engagement to Organisation Culture: A Case Study on SMEs*.
- Bakar, R. A (2013). *Understanding Factors Influencing Employee Engagement: A Study of the Financial Sector in Malaysia*.
- Bakkar, A. B., & Schaufeli, W. B. (2008). 'Positive organisational behaviour: Engaged employee in flourishing organisations'. *Journal of Organizational Behaviour*.
- Baldev, S. R. & Anupama, R. (2010). Determinants of employee engagement in a private sector organisation: *An exploratory study. Advances in Management*.
- Bernard, H. R., & Bernard, H. R. (2012). Social research methods: *Qualitative and quantitative approaches*. Sage.
- Bernardin, John. H. (2003). 'Human Resource Management – An experiential approach'. *New Delhi: Tata McGraw Hill Publishing Company Limited*.
- Beryl, B. A. O, Wangithi, E. W & Njeru, A. (2015). 'Effect of Employee Engagement on Organisation Performance.' Kenya's Horticultural Sector: *International Journal of Business* '.
- Bhatla, N. (2011). 'To study the employee engagement practices and its effects on employee performance with special reference to ICICI and HDFC bank in Lucknow'. *International Journal of Scientific & Engineering Research*.

- Camp, W. G. (2001). 'Formulating and Evaluating Theoretical Frameworks for Career and Technical Education Research'. *Journal of Vocational Educational Research*.
- Caplan, J. (2014). 'Develop and engage all your people for business success'. *Strategic HR Review*.
- Cherrington, D.J (1989). Organizational behavior; *The Management of Individual and Organizational Performance*.
- Chiekezie, O.M. and Onyekachukwu, N. (2015). *Job design and employee engagement in selected manufacturing companies in Nigeria*.
- Collis, D.J. & Montgomery, C.A. (2005). Competing on Resources: Strategy in the 2000s. *Harvard Business Review*.
- Cooper, D. & Schindler, P. (2011). Business Research Methods: *Open Journal of Business and Management*.
- Corbetta, P. (2003). Social Research: 'Theory Methods and Techniques'. SAGE Publications Ltd., London.
- Creswell, J. W. (2007). Qualitative Inquiry & Research Design: *Choosing among five approaches 2nd edition*. USA: Sage Publication.
- Dajani, M.A.Z. (2015). 'The Impact of Employee Engagement on Job Performance and Organisational Commitment in the Egyptian Banking Sector'. *Journal of Business and Management Sciences*
- Delecta, P (2011). 'Work Life Balance'. *International Journal of Current Research*.
- Grant, C. & Osanloo, A. (2014). Understanding, Selecting, and Integrating a Theoretical Framework in Dissertation Research: *Creating the Blueprint for 'House'*. *Administrative Issues Journal: Connecting Education, Practice and Research*.
- House, R. J. (1971). 'A path theory of leader effectiveness'. *Administrative Sciences Quarterly*.

- Iles, P. & TingTing, J. (2011). 'Employer-brand equity, organizational attractiveness and talent management in the Zhejiang private sector, China'. *Journal of Technology Management in China*.
- Jebreen, I., 2012. 'Using Inductive Approach as Research Strategy in Requirements Engineering'. *International Journal of Computer and Information Technology*.
- Kahn, W.A. (1990), 'Psychological conditions of personal engagement and disengagement at work', *Academy of Management Journal*.
- Katz, D. and R.L. Kahn, (1978). 'The social psychology of organisations'.
- Kazimoto, P. (2016). 'Employee Engagement and Organizational Performance of Retails Enterprises'. *American Journal of Industrial and Business Management*.
- Kiweewa, S. B, & Asiimwe, S. B. (2014). Does training influence employee performance in regulatory organisations in Uganda: *Empirical evidence from UCC. Merit Research Journal of Business and Management*.
- Kothari, C.R. (2008). 'Research Methodology Methods and Techniques' (second revised edition), *New Delhi, New Age International*.
- Latif, A.S. and Maunganidze, L. (2003). Understanding poverty and human resources in Zimbabwe. Harare: *Institute of Development Studies*.
- Lupton, T (1977) 'Organizational Behavior and Performance', *London: The Macmillan Press*.
- Luthans, F. & Avolio, B. J. (2009). 'The development and resulting performance impact of positive psychological capital'. *Human Resource Development Quarterly*.
- Malik, S.H. (2013). Relationship between Leader Behaviors and Employees' Job Satisfaction: A Path-Goal Approach. *Pakistan Journal of Commerce and Social*.
- Markos, S., Sridevi, M.S. (2010). Employee Engagement: *The Key to Improving Performance*.
- Martocchio, J. J. (2015). Strategic Compensation: *A Human Resource Management Approach 7th edition. New Jersey: Pearson*.

- Maximo, N. (2015). Authentic leadership, trust and work engagement: *The mediating role of psychological safety*.
- McCarthy, J. J. (2002). A thematic guide to Optimality Theory. (*Research Surveys in Linguistics*.) Cambridge: Cambridge University. Press.
- McMillan, J.H & Schumacher, S. (1993). Research in Education: A *Conceptual Introduction*. Front Cover. HarperCollins College Publishers.
- Mmutle, T.J. (2014). *Internal Communication as a key driver of employee engagement and organisational performance: A case study of LG Electronics, South Korea*.
- Mohda, et al. (2016). *3rd International Conference on Business and Economics*.
- Mone, Edward M., & London, M. (2010). 'Employee engagement: Through effective performance management'. *A practical guide for managers*. Routledge Press. New York.
- Mullins, L. J. (2007). 'Management and Organisational Behaviour'. *Financial Times Prentice Hall*.
- Nguwi (2012) *National Employee Engagement Levels Up*, <http://www.ipccconsultants.com>.
- Nordhaug, O. (2008). 'Competencies specificities in Organisations'. *International Studies of Management and Organisation*.
- North, D. C (1990). Institutions. *The Journal of Economic Perspectives*.
- North, D. C. (1990), *Institutions, Institutional Change and Economic Performance*. Cambridge University Press, Cambridge.
- Oliver, W. (2012). *The impact of leadership styles on employee engagement in a large retail organisation in the Western Cape*.
- Ongel, E. (2014). The relationship between employee engagement and organisational performance: implementations of organisations. *The international journal of social sciences*.

- Otieno, B.B.A, Waiganjo, E.W., Njeru, A. (2015). *Effect of Employee Engagement on Organisation Performance in Kenya's Horticultural Sector*.
- Patton, M.Q. (1990). *Qualitative evaluation and research methods*, 2nd edition. Newbury Park, CA: Sage Publications.
- Pech, R., & Slade, B. (2006). *Employee disengagement: is there evidence of a growing problem? Handbook Bus*.
- Peshkin, A. (1993). *The Goodness of Qualitative Research*. Educational.
- Peterson, W., G. Gijssbers, & Wilks, M. (2003). *An organizational performance assessment system for agricultural research organizations: concepts, methods, and procedures*. ISNAR Research Management Guidelines.
- Price, A. (2011). *Human Resource Management*. London, UK: Brendan George.
- Rashid, H. A, Asad, A. & Ashraf, M. M. (2011). Factors Persuading Employee Engagement and Linkage of Employee Engagement to Personal & Organizational Performance: *Interdisciplinary Journal of Contemporary Research in Business*. Institute of Interdisciplinary Business Research.
- Rashid, H. A. et al (2011). Factors persuading employee engagement and linkage of EE to personal & organisational performance. *Interdisciplinary Journal of Contemporary Research in Business*.
- Reilly, R. (2014). *Five Ways to Improve Employee Engagement Now*. Gallup.
- Robertson, I. T, Iles, P. A., Gratton, L., & Sharpley, D. (2001). *The psychological impact of selection procedures on candidates*. Human Relations.
- Saunders, M., Lewis, P. & Thornhill, A. (2007). *Research Methods for Business Students*. 4th Edition, FT Prentice Hall, Harlow.
- Saunders, M., Thornhill, A., and Lewis, P., (2013) *Research Methods for Business Students*, 3rd edition, London, Pearson Education LTD

- Schwartz, S. L. (2011). *Engaging our workforce: How job demands, and resources contribute to social worker burnout, engagement and intent to leave*. Portland State University.
- Shantz, A., Alfes, K., Truss, C. & Soane, E. (2013). *The role of employee engagement in the relationship between job design and task performance, citizenship*.
- Sibanda P. et al. (2014). *International Journal of Asian Social Science: Employee Engagement and Organisational Performance in a Public Sector Organisation in Zimbabwe*.
- Siddhanta, A. and Roy, D. (2010). *Employee engagement engaging the 21st century workforce. Asian journal of Management Research*.
- Simkovic, M. (2013). *“Risk-Based Student Loans”*. Washington and Lee Law Review.
- Singh S. (2018). *Journal of Business and Management: The Impact of employee engagement on organisational performance – a case of an Insurance Brokerage company in Gauteng*.
- Smith, S.S., Peter, R. & Caldwell, C. (2016). *Creating a Culture of Engagement-Insights for Application*.
- Snipes, R. L. et al. (2005). ‘The effects of specific job satisfaction facets on customer perceptions of service quality: an employee-level analysis’. *Journal of Business Research*.
- Soy, S. (2015). *The case study as a research method*.
- Stephen G. Cheche (2017). *European Scientific Journal*.
- Sterling, L. (2016). *Internal Hires Need Orientation Too*. Harvard Business Review.
- Stringer, T. (2010). ‘Psychological well-being and job satisfaction as predictors of Job performance’. *Journal of Occupational Health Psychology*.
- Suharti, L. and Suliyanto, D. (2012). ‘The Effects of Organisational Culture and Leadership Style toward Employee Engagement and their Impact toward Employee Loyalty’. *International Journal of Scientific and Research Publications*.

Swathi, S. (2013). *Effecting employee engagement factors*.

Truss, K. (2014). *Job Design and Employee Engagement*.

Webster Dictionary 2013.

Welch (2011). *The evolution of the employee engagement concept: communication implications*.

Wellins, R. S., Bernthal, P., & Phelps, M. (2005). Employee engagement: *The key to realize competitive advantage*. Retrieved October 15, 2017, from <http://www.ddiworld.com/ddi/media/monographs/employee/engagement>.

Wellins, R.S. and Bernthal, P. (2015). Employee Engagement: *The Key to Realizing Competitive Advantage*.

Wildermuth, C. M. (2008). *A perfect match. Decoding employee Engagement, Journal of Industrial and commercial training*.

Wildermuth, C. M. (2008). *A perfect match. Decoding employee Engagement, Journal of Industrial and commercial training*.

Wilson, K. (2009). *A Survey of Employee Engagement*. University of Missouri.

Zhang, T. and Avery, G.C. (2014). *Do follower characteristics moderate leadership and employee engagement*.

Zikmund, W.G. (2003). *Business Research Methods 7th Edition*. Thomson/ South-Western.

APPENDIX A: COVERING LETTER

DEAR SIR/MADAM

RE: REQUEST TO PARTICIPATE IN A REASERCH STUDY

I am a student at the Bindura University of Science Education, undertaking a degree in Human Capital Management (H.C.M). I am conducting this study on the impact of contract of employment on employee engagement at City of Harare Water Department reflecting lessons learnt.

I have chosen to do my research at your company and I am going to create some questionnaires. Your duty is to only answer the questionnaires with some question related to employees' experience in the workplace and I promise you that your names

will not be disclosed, I am going to ensure confidentiality. Take note that there is no correct or wrong answer. So you should provide details or information of what you honestly think.

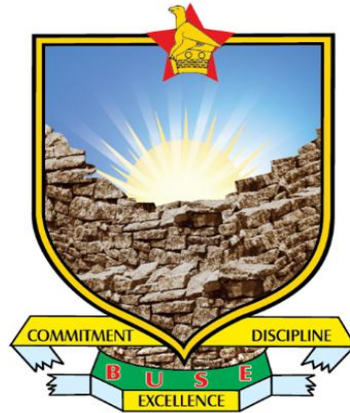
In this regard, I am going to send some questionnaires which I kindly want you to answer in 10 to 20 minutes and then I will collect the questionnaires at your organisation on the very same day.

Regards,

Wiseley. K Nemaramba

APPENDIX B: QUESTIONNAIRE

Bindura University of Science Education



Faculty of Commerce

My name is Wisely Nemaramba, I am student at Bindura University of Science Education. I am carrying out a research on the impact of contract of employment at City of Harare- Harare Water Department in the past pandemic era reflecting lesson learnt. I am kindly requesting you to fill in this questionnaire. All the information gathered will be used for academic purpose only and will be kept under strict confidentiality.

NB: Do not write names

SECTION A

Biological Data (Please indicate by putting a tick in appropriate box)

1. Age

18-27 [] 28-37 [] 38-47 [] 48+ []

2. Gender

Male [] Female []

3. Education Level

‘O’ Level [] Certificate [] Diploma [] Degree [] Masters []

Others

(Specify).....

4. What is your job position at City of Harare?

.....

5. For how long have you been employed at City of Harare?

1 – 5 Years [] 6-10 Years [] 11-15 Years [] 16-20 Years [] 21+ []

SECTION B: Employee Engagement (Please write your answers in the spaces provided).

1. What do you understand by the term employee engagement?.....

.....

.....

.....

2. What are the drivers of employee engagement during the pandemic era?

Career Development []

Compensation & Rewards []

Conducive Working Environment []

Job security []

Good Infrastructure []

Organisational Reputation []

Management's Leadership []

Job Autonomy []

Effective Communication []

3. In what way does City of Harare, Harare Water Department benefit from employee engagement?

Financial Growth and Profitability []

Customer Satisfaction []

Employee Retention and Loyalty []

Increased Productivity []

4. What are the suggested possible strategies for improving employee engagement for Harare Water Department of City of Harare?

Provision of a Road Map for Success []

Employee involvement and participation []

Recognition of Good Work []

Establishment of Two-Way Communication []

Being Fair and Realistic []

APPENDIX C

INTERVIEW GUIDE

1. What is your understanding of employee engagement?

2. What are the drivers of employee engagement during the pandemic era?
3. In what way does City of Harare, Harare Water Department benefit from employee engagement?
4. What are the suggested possible strategies for improving employee engagement for Harare Water Department of City of Harare?

@chpr

ORIGINALITY REPORT

13%

SIMILARITY INDEX

10%

INTERNET SOURCES

2%

PUBLICATIONS

11%

STUDENT PAPERS

PRIMARY SOURCES

1

www.library.uz.ac.zw

Internet Source

5%

2

Submitted to Great Zimbabwe University

Student Paper

4%

3

www.onpointconsultingllc.com

Internet Source

1%

4

www.iosrjournals.org

Internet Source

1%

5

www.rsisinternational.org

Internet Source

1%

6

Dzunani A. Ngobeni, Musawenkosi D. Saurombe, Renjini M. Joseph. "The influence of the psychological contract on employee engagement in a South African bank", *Frontiers in Psychology*, 2022

Publication

1%

7

www.researchgate.net

Internet Source

1%

8

Submitted to Midlands State University

Student Paper

1%