

BINDURA UNIVERSITY OF SCIENCE EDUCATION



FACULTY OF COMMERCE

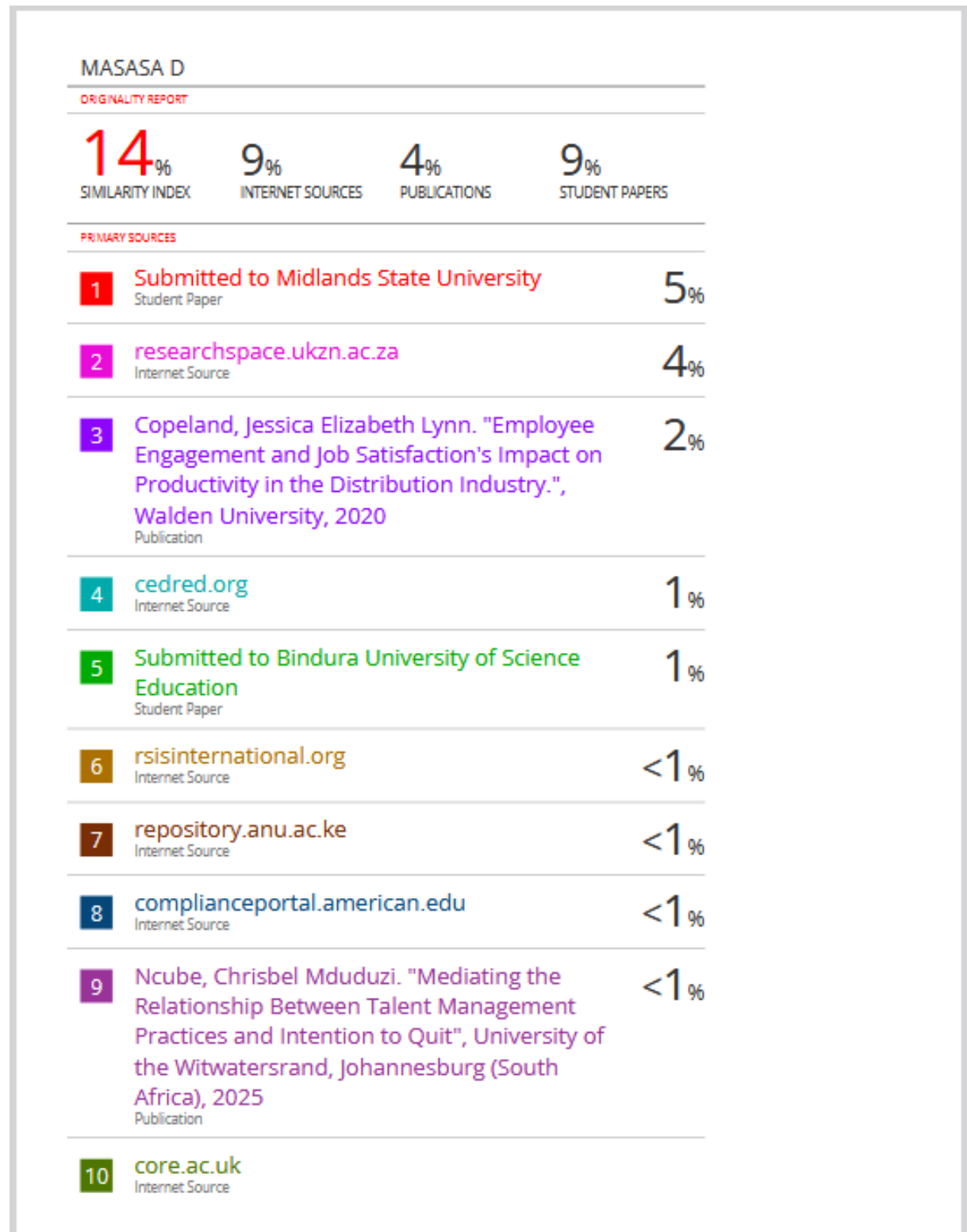
DEPARTMENT OF HUMAN CAPITAL MANAGEMENT

**THE IMPACT OF EMPLOYEE ENGAGEMENT ON EMPLOYEE
PRODUCTIVITY: A CASE OF SIMBISA BRANDS.**

B221380B

**A DISSERTATION SUBMITTED IN THE PARTIAL FULFILMENT OF THE
REQUIREMENTS OF BACHELOR OF COMMERCE IN HUMAN CAPITAL
MANAGEMENT.**

TURNITIN REPORT



RELEASE FORM

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APPROVAL FORM

The undersigned certify that they have read and recommended to the Department of Human Resources Management, Bindura University of Science Education, for acceptance a dissertation entitled “the impact of employee engagement on employee productivity a case study of Simbisa Brand’ in fulfilment of the requirements for the Human Capital Management Degree.

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Date

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DEDICATION

I dedicate this research project to the Almighty God who gave me the gift of life and strength to complete this dissertation despite all the challenges that had I faced during my studies. I also dedicate it to my family and friends who supported me through prayer and advice. Without their sacrifice and encouragement, the completion of this project would have been impossible

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My special thanks go to my supervisor. Despite his busy schedule, he was always readily available to advise and guide me professionally throughout the project. I would like to extend my gratitude to all lecturers in the Department of Human Capital Management who provide assistance with regards to this project. Also, I would like to thank the SIMBISA BRANDS employees who participated in this study.

My heart felt gratitude extends to my family and friends for their psychological, physical, social and moral support during the period of this project. It is my hope that their sacrifice has been finally paid off.

ABSTRACT

Employee engagement is widely-considered to be a powerful and useful tool to assist organizations achieve competitive advantage. However, there has been an alleged decline in employee engagement which may have a detrimental impact on the effectiveness of organizational work since employees may not accomplish objectives. This study investigated the impact of employee engagement on employee productivity at Simbisa fast foods. The study adopted a mixed research philosophy which comprised of both quantitative and qualitative research methods. The research study's target population were two hundred and forty (240) cashiers, shop managers and human resource officers at Simbisa brands. A sample size of fifty (50) was chosen using stratified sampling technique. Data was collected using both primary and secondary data sources. Primary data was collected using questionnaires and interviews. Secondary data was obtained from online Google Scholar publications and Simbisa brands company reports. Quantitative data was presented using tables, graphs and figures. Qualitative data was presented and discussed using the thematic approach. The study revealed that the majority of employees at Simbisa fast foods are dissatisfied due to poor leadership styles, poor communication, non- involvement of workers and a hostile working environment. The study recommended that appropriate leadership styles must be practiced at Simbisa brands. It further recommended the use of total reward packages and employee participation in decisions which affect them.

Key words: Employee engagement, productivity, employee,

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CHAPTER ONE

INTRODUCTION

1.1 Introduction

In today's dynamic business world, the optimum success of organizations or institutions hinges on the capabilities and innovative contributions of its human resources. Handa and Gulati (2014) emphasize that three critical elements namely the human capital, employee effort, and performance are fundamental to achieving organizational effectiveness. Similarly, Albrect et al. (2015) assert that since most organizations function as communal organizations, placing employees at the forefront is key to enhancing engagement. It is against this background that this dissertation, outlined the background of the study, the problem statement, research objectives and questions, the significance and scope of the study and definition of key terms.

1.2 Background to the study

The growing importance of Employee Engagement (EE) at the workplace environment has received immense attention for the past twenty years. According to Welch (2011), the notion is gaining traction in the workplace due to its power to change business outcomes. Earlier studies have shown that merely showing up and performing tasks at work does not automatically indicate genuine engagement. Several definitions of EE have been provided to date. Schaufeli and Salanara (2014) defines Employee Engagement as the activeness and psychologically resilient of employees who are committed to their profession. Handa and Gulati (2014) describe EE as the workers emotional, cognitive, physical and behavioural state geared towards desirable organisational results. Furthermore, engaged personnel are so devoted and so committed to their work that they struggle to detach from it.

The concept of EE can be traced back to the nineteenth century, when Khan (1990) defined it is seen as both a mental and physical expression of the employee's understanding of their job responsibilities within the organization, coupled with a sense of ownership that is reflected in high levels of productivity. EE is also distinguished by excellent citizenship behaviour, energy absorption, involvement, efficiency, drive, dedication, enthusiasm, and optimism. The cited

attributes of EE are linked directly to the performance of employees on the job, (Hinzmann, Rasticova, and Sacha, 2019). Similarly, Eldor and Harpaz (2015) reiterate that engaged employees are emotionally, physically, and intellectually invested in their everyday job, hence increasing organisational production levels. Employees who speak positively about their organisations, are attached to their workplace and hence are likely to be committed to the organisation for a long time. Such employees are loyal to the brand. As such, Simbisa Brand should seek for workers that demonstrate engagement traits. Based on employees' experiences, the research aims to assess their engagement characteristics, evaluate what keeps them from participating, and analyse how engagement affects productivity.

Despite the vast amount of cognizance of EE in business worldwide, they remains a notable reduction of employee engagement levels in most sectors of the economy. Several researches done by Mishra et al. (2015), Karatepe (2013), and Kang and Sung (2015), revealed a greater affirmative relationship between higher levels of Employee Engagement and enhanced organizational outcomes or productivity. According to Mann and Harter (2016), on studies done in the United States of America on Employee Engagement, only 32% of employees were actively engaged. The research study concluded that concentrating more on strategies that enhance Employee Engagement levels could result in enhanced organizational profits. The study also revealed the consequences of having disengaged employees in an organization and some of these challenges included great losses in revenue.

Research across Europe consistently revealed a favorable relationship between employee engagement (EE) and organizational productivity. According to ASTD (2010), many organizations allocate significant time, funding, and resources to training programs that enhance engagement and commitment among employees and supervisors. Crabtree (2013) reports that only 63% of employees world- wide are actively engaged in their jobs, while the remaining 37% are considered disengaged. He describes disengaged employees as those who have mentally withdrawn from their roles and are simply going through the motions at work. Although there is no straightforward solution to employee disengagement, previous research has offered various strategies and insights aimed at improving engagement levels. According to Crabtree (2017), worldwide statistics in employee engagement have deteriorated; just 24% of employees are estimated to be actively involved, and engagement levels have retreated during the previous five years (Addair et al., 2017).

Regionally, a Gallup poll conducted in South Africa (2017), revealed that the majority of employees 45% in SA were actively disengaged workforce is actively engaged. The poll further revealed that some employees in SA were concerned that their general well-being and professional growth were not being supported. Leadership and communication were the key gaps, resulting in poor involvement rates in South Africa. According to Gallup (2016), 60% of South African workers say they lack autonomy and opportunities to contribute to workplace concerns. Some participants in the poll opined that, they felt no strong attachment to their jobs. As such, more effort in the creation and refining of engagement techniques is required to boost employee engagement levels in South Africa.

In Zimbabwe, Sibanda, Muchena, and Ncube (2014) conducted a study which revealed that Employee Engagement in Zimbabwe's public sector is minimum. Similarly, a survey conducted by Industrial Psychology Consultancy (IPC) found that EE among public institutions in Zimbabwe in 2016 was 40%, indicating that 60% of employees were disengaged from their work, resulting in a high staff turnover rate of 19% every year. Furthermore, a research conducted by Chatiza, Mubvundu, and Chisango (2021) found that employee disengagement was high at Zimbabwean institutions owing to insufficient

Reward, communication, acknowledgement, and appreciation. Most research on EE and organisational productivity found a favourable relationship between EE practices and organisational productivity. However, the degree of employee involvement across Simbisa businesses is concerning. The country's top fast-food firm continues to suffer a variety of issues, including significant personnel turnover, moonlighting, absenteeism, and poor customer service. Regardless of the various researches done on EE and Organizational performance, they remains a dearth of concrete evidence of studies conducted in the Fast Food industry. Therefore, the purpose of this study is to determine the link between EE and employee productivity when Simbisa brands are used as the case study.

1.3 Problem Statement

Despite several strategies employed to enhance the level of Employee Engagement at Simbisa brands, there has been a significant increase in staff turnover. According to the Human Resources Annual Report, (2022), staff turnover trends analysis showed a gradual increase in the turnover rate, from 10% 2017 to 22% in 2018, 35% in 2019, 40% in 2020 and 52% in 2021.

Employees have further shown signs of disengagement whilst on duty by making costly mistakes and absenting themselves from work. This has further resulted in them being mentally checked out and withdrawn, despite their physical presence at the workplace. Despite, efforts by Simbisa brands to promote good citizenship behaviour, it continues to face employee disengagement and if this problem is not addressed, the company's productivity levels and profits will deteriorate. This research therefore seeks to explore the link between EE and productivity.

1.3 Research Objectives

The main research objective is to investigate the impact of Employee Engagement (EE) on organisational productivity at Simbisa brands fast foods.

1.3.1 Sub Objectives

- To determine the causes of Employee disengagement at Simbisa Brands fast food outlets.
- To establish the effects of employee disengagement on employee performance.
- To examine the link between EE and organisational productivity at Simbisa brands.
- To recommend strategies for improved EE for organisational success at Simbisa brands.

1.4 Research Questions

- What are the reasons for employee disengagement at Simbisa brands?
- What are the effects of employee disengagement on Employee performance?
- What is the relationship between EE and organisational productivity at Simbisa brands?
- What are the strategies that can be adopted by Simbisa brands to enhance organisational productivity?

1.5 Significance of the Study

The study is expected to assist in the creation of employee engagement (EE) policies that Simbisa Brands can adopt to foster greater employee commitment and loyalty. The results may also help enhance the effectiveness of the HR department at Simbisa Brands, leading to better overall organizational performance. Moreover, the study aims to contribute to the existing body

of knowledge on the successful implementation of EE strategies to improve employee performance.

1.6.1. To the Organization (Simbisa brands)

The study aims to help the management of Simbisa brands on the choice of EE initiatives and strategies which can improve employee performance whilst achieving company objectives. The findings can also be used to improve decision making by HR managers thus allowing Simbisa brand to become a pacesetter in the fast food industry. Furthermore, the study recommends and advises employers in the Fast food Industry to employ relevant EE strategies for enhanced organizational activities.

1.6.2 Bindura University of Science Education

The study will contribute by widening the existing information on human resource management, increasing the opportunity for students to get vital skills and knowledge for strengthening their innovation, creativity, and learning capabilities. The findings can also contribute to the existing literature, which can be used as a reference.

1.6.3. Researcher

The study will broaden the researcher's knowledge and skills in human resource management particularly on Employee Engagement as well as advancing the researcher's academic progress towards completing an Honors degree in Human Resources Management.

1.7. Delimitations

The study will focus on Simbisa Brands employees employed at (Pizza Inn, Chicken Inn, Nandos, Steers) in Harare only. The Fast food subsidiaries were chosen due to their proximity to the researcher and this reduces the costs associated with travelling since the researcher was attached there.

1.8. Limitations

Limitations of the study are flaws or conditions outside the researcher's control that impede the research technique and results. According to Simon (2011), there are possible study shortcomings that are outside the researcher's control, including:

1.8.1 Time constraints - There was an obstacle encountered during the research process where respondents were difficult to access due to their demanding nature of work. However, the researcher overcame this challenge by making sure he met with respondents during the day.

1.8.2 Lack of cooperation –In addition, there was reluctance which was encountered during data gathering where participants were afraid to divulge some information due to fear of victimisation. To overcome this challenge the researcher assured the concerned staff that high levels of confidentiality and anonymity were to be practiced.

1.9 Definition of Key terms

Employee Engagement: Kahn (1990) described employee engagement as “the employment and expression of a person’s preferred self in task behaviours.

Productivity: Refers to the employees’ continuous efforts to be able to change inputs into outputs using efficiently and sustainably in pursuit of meeting the organisational goals (Ariani, 2013).

Employee Performance: Refers to the actual effort which employees put when executing their duties, (Akim, 2012).

Organizational Performance: Noye (2002) defines organizational performance as consisting of achieving the goals that are assigned the organization’s vision.

1.10 Chapter Summary

The chapter discussed the study's context, which led to a problem description from which research questions were created. The research's relevance was then explained, which outlined the important considerations that inspired the author to conduct the study. The study objectives

were specified, and research questions were identified. In addition, the study's limitations and crucial phrase definitions were provide

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

The chapter specifically concentrate on reviewing the literature surrounding Employee Engagement and Organisational Performance entrepreneurship. The chapter addresses the conceptual and theoretical framework of the study. Empirical research will also be analysed in order to determine the research gap. Bell (2012) and Saunders (2019) imply that a literature review is a component of a conceptual and theoretical framework. Additionally, it operationalizes key study variables. The authors further asserts that literature review is advantageous because it offers new ideas, perspectives and new lines of thinking. In addition, literature review reveals data sources and research methodology previously unknown to the researcher. Thus, this chapter examines a review of related literature while adhering to the goals of the study.

2.1 Theoretical Framework

The research study was be guided by Herzberg's Two Factor Theory and the Victor Vroom's Expectancy Theory. The choice of these two theories was justified because both methods speaks about mutual expectations between employees and employers.

2.1 Two Factor Theory

This literature evaluation is based on Herzberg's (1959, 1966, 1974) two-factor hypothesis, known as the motivators and hygiene factors. Frederick Herzberg (1974) created the theoretical framework in the 1950s and 1960s. Originally devised to solve human resource issues, the idea became a worldwide hit, resulting in many reprint cycles. Many individuals used the idea and its implications to challenges in a variety of sectors and applications. Positive and negative job attitudes as they relate to employee engagement and job satisfaction, as well as employee disengagement and job discontent in connection to motivating factors, were characterized by Herzberg and Herzberg (1974) using their two-factor theory. Achievement, recognition, work itself, responsibility, and progress were among the motivators or satisfiers that contributed to

favourable workplace attitudes and employee engagement. Working circumstances, corporate regulations, relationships with supervisors, subordinates, or coworkers, and remuneration were identified as hygiene elements or dissatisfiers that contribute to unfavourable workplace attitudes for employee disengagement and job dissatisfaction (Herzberg et al., 1959). According to Herzberg et al.'s (1959) hypothesis, a worker who does not feel hygiene elements is not always a motivated or contented employee. since Herzberg's (1974) research shown, a worker felt disengaged or unsatisfied with perceived bad workplace attitudes, since each component had a distinct influence on individuals. When employees highlighted cleanliness problems, business executives increased their attention on poor workplace attitudes (Herzberg 1974). The satisfied contributed to long-term success through employee engagement and work satisfaction, whilst the dissatisfied contributed to short-term success.

According to Rahman and Iqbal (2013), managers that implemented cleaning initiatives to lower employee dissatisfaction also saw a decrease in the rate of voluntary turnover. Workplace setting and content have an impact on employee engagement and job satisfaction. Employee behavior is significantly influenced by the environment and substance of the job. Job content and the work environment are important to employees in various ways, according to Herzberg (1959, 1966). Based on positive work attitudes, Herzberg asserts that job content has a major impact on employee engagement and job satisfaction. Loyalty was predicted by job content, or job satisfaction (Herzberg et al., 1959).

According to Herzberg (1987), meeting cleanliness criteria alone is insufficient to increase production and profitability. Herzberg (1976) emphasised the need of maintaining incentive variables in the workplace to sustain employee satisfaction and perceived worth. An employee's opinion of fair treatment and operations influenced their engagement and happiness with the company. Wise leaders work on creating good job attitudes to ensure that people enjoy and value their jobs. Employee disengagement and work discontent were largely induced by poor job attitudes (Herzberg, 1959, 1966). According to Herzberg et al., employees who have poor job attitudes towards the organisation experience psychological disengagement from company activities.

Low compensation and a poor work environment were found to be the most significant factors in influencing job unhappiness by AlBattat and Som (2013). To improve morale, Gkorezis and Petridou (2012) advised CEOs to give top priority to communicating the departmental and organizational vision to staff members. By demonstrating that the motivating element of accomplishment was the primary force driving greater performance in both categories, Herzberg et al. challenged the status quo in terms of employee engagement and work satisfaction. In workplaces with higher feedback models, recognition—a secondary component of increased productivity—can be particularly helpful in raising employee engagement and job satisfaction (Herzberg et al., 1959). In accordance with different feedback techniques, many leaders conduct one-on-one meetings with their personnel.

2.1.2 Victor Vroom Expectancy Theory

The Expectancy Theory, first proposed by Victor Vroom in 1964 and further developed by Porter and Lawler (1967) and Lawler (1971), is grounded in the idea that an individual's motivation to perform a task is influenced by their expectations about the outcomes of their behaviour. According to this theory, people are motivated to act in ways they believe will produce positive and desirable results. Vroom (1973) emphasizes that motivation or engagement only occurs when employees believe that their efforts will be rewarded appropriately.

This theory seeks to explain and predict employee behaviour by focusing on how individuals assess the potential consequences of their actions within the workplace. It highlights the role of personal perceptions, choices, and rational decision-making based on the expectation of rewards that are meaningful to them. Essentially, employees are motivated when they perceive that their actions will lead to outcomes that they value.

Vroom's model identifies three core components that influence motivation: valence, instrumentality, and expectancy. Valence refers to the value or importance an individual places on the expected reward. Instrumentality is the belief that good performance will lead to the desired reward. Expectancy is the confidence that one's effort will result in successful performance. The theory posits that motivation is the product of these three factors ($V \times I \times E$), meaning that if any one of these elements is lacking, motivation will be diminished. Vroom

and Stone (2012) reiterate that performance-based incentives are effective only when there is a clear, understandable link between effort, performance, and reward, and when the reward itself is valued by the employee.

In practical terms, this means that employees are motivated to put forth effort when they believe they are capable of completing their tasks (expectancy), when they trust that successful completion will lead to rewards (instrumentality), and when they consider those rewards worthwhile (valence). When employees feel that their efforts are overlooked or unrecognized, they are likely to become disillusioned or disengaged, and may even leave the organization to seek better opportunities elsewhere (Vroom, 1973).

Moreover, if the actual outcomes do not meet employees' expectations, they may reevaluate how much value they place on those outcomes and adjust their level of effort or engagement accordingly. This dynamic aspect of the theory makes it particularly relevant to understanding employee motivation and engagement in the current study, which focuses on how workers' expectations about the consequences of their behaviour shape their involvement at work. When employees see that their contributions are acknowledged and rewarded, their engagement tends to increase. Conversely, lack of recognition can lead to disengagement and turnover.

Despite its usefulness, Pinder (1991) critiques the Expectancy Theory for not clearly distinguishing between intrinsic rewards (such as personal satisfaction or a sense of achievement) and extrinsic rewards (such as pay or promotions) when evaluating valence. This limitation poses challenges for managers trying to identify which types of rewards best fulfill employees' needs and drive sustained engagement. Understanding this distinction is crucial for designing effective motivation strategies that resonate with employees' diverse preferences and expectations.

2.2 Conceptual Framework

The research study's conceptual framework will be as follows;

Independent Variable

Dependant Variable

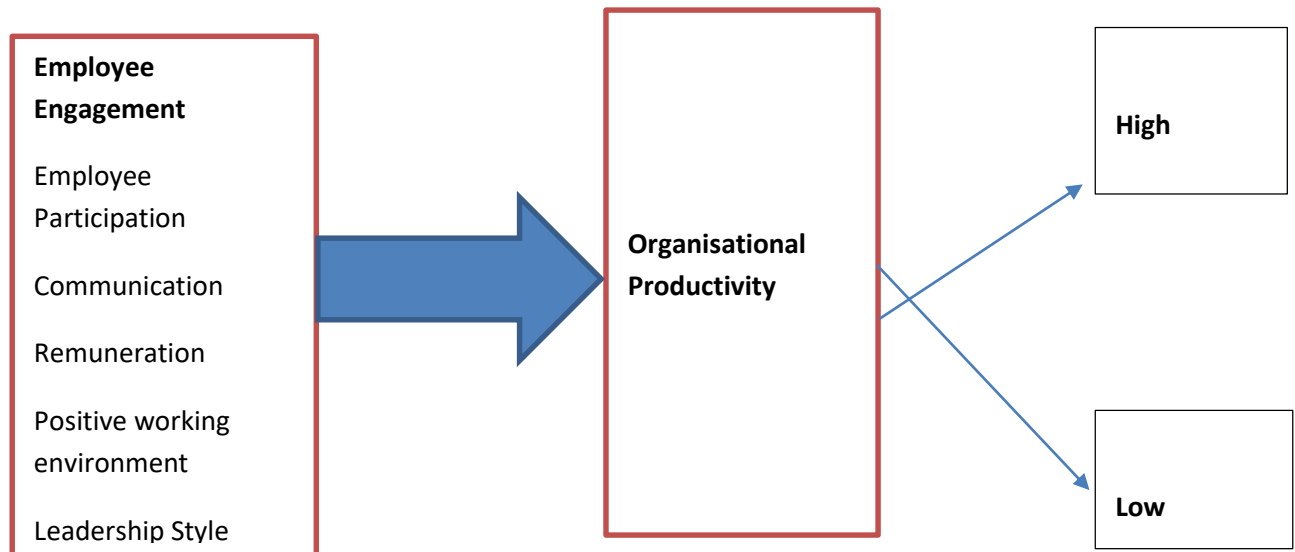


Figure 1: Primary Data

Source: Researcher's Primary data (2023)

2.2.1 Definition Employee Engagement

Employee engagement, according to AbuKhalifer and Som (2013), is a positive attitude that workers have toward their company and its core values. In addition to actively working with their peers to enhance job performance for the organization's benefit, engaged employees are knowledgeable about the organization's vision, strategic goals, and direction. According to Abrahams (2012), employee engagement is the full use of a person's mental, emotional, and physical abilities in their job. In a similar vein, Menguc et al. (2013) describe it as a good and gratifying psychological state at work that is marked by vigor, commitment, and intense participation. Furthermore, according to Mani (2011), it shows how dedicated and involved an employee is in promoting the company and its ideals.

According to Mishra et al. (2015), employee engagement is "the degree to which an individual is attentive and absorbed in the performance of their roles". Ariani (2013) defines employee engagement as "the simultaneous employment and expression of a person's preferred self in task behaviours that promote connections to work and to others, personal presence (physical, cognitive, emotional), and active, full performances." To summaries, employee engagement is a psychological and physical indication that the person knows his or her position in the

organisation, as well as a commitment to stewardship demonstrated in high levels of productivity at work.

2.2.2 Definition Productivity

According to Ali et al. (2013), productivity is "that which people can produce with the least effort". They went on to add that productivity "is a ratio to measure how well an organisation (or individual, industry, country) converts input resources (labour, materials, machines, etc.) into goods and services." Furthermore, productivity refers to the "effort that individuals can produce with the least effort by putting labour, material, and machines." Atkinson (2013) defined productivity as "an economic output per unit of input as the unit of input can be labour hours (labour productivity) or all production factors including labour, machines and energy (total factor of productivity)." Feige et al. (2013) defined productivity as "the ratio of output to input depending on the context and content of the output measure (e.g. products, services, market shares, value) and input measure (e.g. cash, labour, energy, materials, and work environment)." In their critical review of literature.

Yi and Chan (2013) define productivity as the efficiency and rate of production, highlighting its function as a gauge of the connection between production inputs and outputs. It illustrates how inputs and outputs are combined. According to Meyer et al. (2014), efficiency and the input-output relationship are highlighted in the majority of definitions of productivity. The Oxford Dictionary, for example, defines it as the efficiency of productive effort, especially in industry, as indicated by output per unit of input. Employees must always strive to convert inputs into outputs in a sustainable and effective manner in order to meet corporate goals. This is the essence of productivity.

2.2.3 Employee Engagement (EE): Global perspective

According to research findings, a global employee engagement (EE) issue has been highlighted. According to Mann and Harter (2016), the percentage of highly engaged employees in any business is 13%, whereas 26% are said to be "actively disengaged" (Bersin, 2015). Mann and Harter (2016) found other variables contributing to the global stagnation of employee engagement levels. They also emphasised techniques that would result in improved individual performance. Their view is that these methods must be accompanied by strategic, tactical development, and solutions that will result in organisational culture transformation (Mann and Harter, 2016).

Bersin (2015) emphasised five essential characteristics that help an organisation become competitive and create employee engagement on a global scale. These factors comprise the new paradigm of employee engagement for successful organisations throughout the world. The following aspects are emphasised below:

Bersin (2015) emphasised five essential characteristics that help an organisation become competitive and create employee engagement on a global scale. These factors comprise the new paradigm of employee engagement for successful organisations throughout the world. The following aspects are emphasised below:

Meaningful Work: Ensuring employees engage in meaningful work is fundamental to enhancing employee engagement. This requires strategically placing individuals in roles that align with their skills and interests, enabling them to derive purpose from their tasks. Additionally, providing the necessary tools and autonomy empowers employees to succeed (Bersin, 2015).

- **Effective Management:** Effective management involves delivering clear guidance and setting explicit expectations to align team objectives. Such clarity promotes transparency, fosters collaboration, and enhances overall organizational productivity (Bersin, 2015).
- **Supportive Work Environment:** Creating a positive, inclusive, and supportive workplace culture is essential for sustaining engagement. Empirical evidence suggests that women often value flexibility and support in their work environment, whereas men may prioritize reduced working hours. Flexible work arrangements and a balanced work-life dynamic have been demonstrated to positively influence employee engagement (Bersin, 2015).
- **Opportunities for Growth and Advancement:** Developing a robust learning culture is critical for organizational competitiveness. Employees are more likely to become disengaged if they perceive a lack of investment in their professional growth through training, coaching, or mentorship opportunities (Bersin, 2015).

- **Leadership and Communication:** Leadership style and effective communication play pivotal roles in shaping employee engagement. Leaders must clearly communicate the organization's vision and cultivate a sense of purpose, ensuring employees understand how their contributions align with and support overarching organizational goals.

Company (2015) performed a survey on employee engagement in 13 countries, omitting South Africa. China and the United States were judged to have the highest levels of employee engagement. The study's findings revealed that EE is influenced by different factors in different countries. For example, in the United States, employee engagement is determined by whether employees can identify with the company's mission statement, whereas in the United Kingdom and India, the indicator is whether employees value being around coworkers with similar values. In other nations, employee engagement was defined by a strong positive relationship to employee interactions and support, in which colleagues help each other at work. Employee participation in decision making and empowerment were high on the list of engagement metrics in South Africa (Vittee, 2015).

2.2.3 Reasons for Employee Disengagement

In 2015, Company undertook a comprehensive survey on employee engagement across thirteen countries, with South Africa notably excluded from the sample. The research identified China and the United States as exhibiting the highest engagement levels. Crucially, the findings underscored that the determinants of employee engagement are contextually contingent and vary significantly across national settings. For instance, in the United States, engagement is predominantly driven by employees' alignment with the organization's mission and strategic objectives. Conversely, in the United Kingdom and India, a salient predictor of engagement is employees' affinity for working alongside colleagues who share congruent values. In other regions, employee engagement was closely associated with robust interpersonal relationships and reciprocal support among peers. Within the South African context, participative decision-making and employee empowerment emerged as paramount engagement drivers (Vittee, 2015).

A constellation of factors contributes to diminished engagement, including restricted autonomy, perceived stagnation in career progression, lack of inspirational leadership, and

overall disengagement. When employees encounter dissatisfaction, erosion of commitment, and limited participatory opportunities, their intrinsic motivation and organizational citizenship behaviors markedly decline. Bersin (2015) highlights key antecedents of disengagement such as the absence of meaningful work, exclusionary workplace cultures, and inadequate recognition of advancement opportunities.

Moreover, public sector entities are frequently characterized by entrenched bureaucratic frameworks that engender a rigid, hierarchical culture dominated by top-down decision-making and authoritarian managerial practices. This bureaucratic milieu often manifests in minimal upward communication, repetitive and routinized job functions, strict adherence to formalized rules, and resistance to organizational change. Employees subjected to excessive workloads without commensurate incentives or recognition are prone to experience heightened perceptions of organizational injustice and alienation. Ultimately, the inflexible norms, stringent regulations, and pervasive organizational politics intrinsic to bureaucratic culture constitute significant barriers to employee engagement, fostering disenchantment and disengagement within the workforce.

2.2.4 Effects of Employee Disengagement

Hoxsey (2010) asserts that employee disengagement frequently results in elevated absenteeism rates within organizations, positioning absenteeism as a key indicator of diminished employee engagement. When organizations face substantial levels of unplanned and unauthorized absences, it is imperative to diagnose the underlying causes, often best achieved through anonymous employee engagement surveys. Absenteeism adversely influences employee behavior and, ultimately, detracts from overall organizational effectiveness.

Ruck, Welch, and Menara (2016) further identify “deaf ear” syndrome—where employees perceive that management disregards their input—as a significant driver of disengagement. Moreover, a substantial body of research underscores how organizational politics and perceived injustices exacerbate negative employee outcomes (Shan et al., 2015). Scholars such as Andrews and Kacmar (2001), Aslam et al. (2015), and Bilal et al. (2017) have pinpointed various detrimental antecedents of organizational politics and injustice that erode employee engagement, including inequitable reward systems, biased procedural mechanisms, misuse of information, involuntary transfers to overburdened departments without adequate compensation, disrespectful supervisory behavior, and rigid organizational policies.

Bilal et al. (2017) concur with Aslam et al. (2015) that organizational unfairness is a critical antecedent of employee disengagement. This phenomenon is especially pronounced in public sector contexts, where skilled employees frequently face transfers to excessively loaded departments without corresponding rewards, leading to active disengagement. The threat of procedural irregularities in managing such workloads often results in punitive measures, such as withholding salary increases or restricting promotion opportunities. Such perceived injustices can fuel turnover intentions, imposing substantial costs related to recruitment, selection, and orientation of new employees. Heikkeri (2010) notes that in public sector organizations, rewards are seldom linked to performance, further aggravating disengagement.

Consequently, employees subjected to perceived inequities may manifest their dissatisfaction through reduced productivity, increased absenteeism, tardiness, and a general decline in organizational commitment—all precursors to disengagement. Govindarajo and Ramulu (2014) emphasize that a toxic organizational climate characterized by excessive workloads, inadequate remuneration, limited career advancement, and poor teamwork also contributes to disengagement. Negative organizational politics are marked by manipulative behaviors, favoritism based on hierarchical status, and the exploitation of authority for personal gain.

2.2.5 Strategies for Promoting Employee Engagement

2.2.5.1 Human Resources Practices and Policies

According to Anyadike (2013), organizational policies must be responsive and demonstrate genuine concern for employee welfare to foster engagement. For enhanced productivity, human resource planning should be strategically aligned with overall organizational goals. Furthermore, embracing human resource outsourcing is increasingly recognized as a best practice, as it can bolster organizational productivity and efficiency.

2.2.5.2 Commitment to employee well being

Research evidence supports that well-being is the most significant predictor of productivity in organisations. Hence it is important for organisations to continuously make sure they are committed to the well-being of their employees by drafting and implementing policies which are aimed at improving employees' welfare, (Gandy et al, 2014).

2.2.5.3 Communication

Organizational policies should be flexible and show a sincere interest in the welfare of employees, according to Anyadike (2013). Planning for human resources must be in line with

the organization's overarching strategic goals in order to increase employee productivity. Productivity gains can also result from implementing human resource outsourcing, a new trend in HR management. Employees are more inclined to take the initiative and provide suggestions for improvements when companies improve communication about issues and changes in the workplace, which eventually increases productivity.

2.2.5.4 Leadership style

Due to the transformational leadership's ability to foster employee's well-being, enhance work-life balance and overall life satisfaction, fortifies organizational commitment, and lowers burnout, Karaa et al. (2013) contend that it is more effective than transactional leadership. According to the belief, increasing employee engagement is largely dependent on having supportive and sincere leadership.

2.2.5.5 Involvement in decision making

Ariani (2013) highlights that when employees are involved in decision making, they are like to exhibit high performance standards. He goes on to say that employee involvement is characterised by great energy and a desire to achieve the goal. This overall impacts positively on employee productivity and ultimately improves the organisation's performance.

2.2.6 Employee Engagement and Organizational productivity

Organizational productivity and employee engagement are strongly correlated, according to research. In order to determine the main factors influencing employee engagement and forecast its effects, Anita (2014) carried out a study. All nine of the performance metrics that were analyzed showed a correlation with engagement, according to the findings, which were generally applicable across various firms.

Additionally, Kazimoto (2016) discovered proof of the link between organizational performance and employee engagement. According to the study's findings, employees who are more engaged and committed perform better. It also pointed out that, despite the fact that contented workers greatly increase profitability, businesses have traditionally ignored employee-related aspects. The study indicated the need for more research in this area by highlighting a lack of managerial knowledge and expertise about the significance of employee engagement in boosting productivity. Higher employee engagement is also associated with lower absenteeism and turnover, according to earlier research, highlighting its importance to organizational performance.

Similarly, Farouk (2014) found that employee engagement positively influences productivity. His research suggests that organizations with employees who exhibit above-average engagement are nearly twice as likely to succeed. The study introduced a motivational component to the concept of engagement, noting that engaged employees are more productive due to higher levels of motivation. Conversely, low engagement levels can negatively affect performance. It also confirmed that engaged employees take pride in their work, feel a stronger sense of ownership, and actively contribute to organizational achievements.

2.4 Empirical Evidence

Kumar and Pansari (2015) introduced a detailed scorecard to evaluate employee engagement within organizations. Their study, which included 208 managers from 52 firms, categorized organizations on a spectrum ranging from "disengaged" to "highly engaged." This scorecard was later applied to 75 companies across North America, Europe, and Asia. Their findings indicated that overall engagement is shaped by four core factors: employee happiness, loyalty, commitment, and performance. They argued that the cumulative effect of these elements determines the level of total engagement.

Karanges et al. (2014) explored the role of internal communication in enhancing employee engagement through the framework of social exchange theory. Their study, based on 200 non-executive employees, concluded that engagement positively influences both productivity and corporate reputation. Key factors such as perceived organizational support, job design, value alignment, and internal communication were identified as essential drivers of engagement. They recommended that organizations invest in effective communication strategies to strengthen employee support and improve engagement levels.

Guest (2014) reviewed the ongoing discourse surrounding employee engagement and its significance within Human Resource Management (HRM). He emphasized that enhancing employee well-being and engagement contributes to improved organizational outcomes. His research established a positive relationship between employee engagement and outcomes like supervisor-rated job performance and Organizational Citizenship Behavior (OCB). Similarly, Kaliannan and Adjovu (2014) highlighted the importance of employee engagement—characterized by satisfaction, commitment, and goal alignment—for organizational success, reinforcing earlier findings by Anita (2014) and Guest (2014) regarding the role of workplace environment, leadership, job satisfaction, and organizational culture in shaping engagement.

Kumar and Pansari (2015) further emphasized the value of engagement by proposing a scorecard centered on factors such as happiness, loyalty, and performance. They asserted that assessing current engagement levels is crucial for leveraging its benefits in terms of profitability and organizational growth. Their work suggests that Human Resource professionals can use engagement metrics to pinpoint areas needing improvement, affirming the strategic role of employees in driving success.

In a related study, Kumar and Pansari (2015) investigated the rationale behind prioritizing engagement. Surveying over 200 HR and marketing professionals globally, they found that issues like high turnover, client attrition, and declining productivity among senior staff were key concerns. Their findings revealed that poor morale and reduced productivity negatively impact financial results, highlighting engagement as a valuable tool for enhancing organizational performance.

Wellins et al. (2017) reinforced the strategic significance of engagement by presenting it as a vital source of competitive advantage and operational efficiency. Drawing data from 200 companies, they demonstrated that engaged employees are more satisfied, have lower turnover rates, and consistently achieve performance goals. Their projections estimated that a 1,000-employee company could gain over \$42 million in profits by improving engagement due to heightened productivity. The study also found that engaged sales teams perform better, with 99% reaching their targets compared to 91% of their disengaged counterparts.

Additionally, Wellins et al. (2017) underscored the financial risks associated with low engagement. Their research stressed that fostering focused and motivated work environments significantly enhances both productivity and profitability, reinforcing engagement as a core factor in achieving sustained competitive advantage.

Finally, Kaliannan and Adjovu (2014) argued that true organizational success hinges on the workforce rather than just financial indicators like profit margins or market share. Their case study depicted employee engagement as a central driver of business performance, asserting that employees are the fundamental force behind organizational achievements.

2.5 Research Gap

A number of studies have been carried out to analyse the relationship between (EE) organisational performances. Research evidence suggest that these studies were carried out in public institutions. There is a dearth of studies on Employee engagement in the private sector

particularly in Zimbabwe. The researcher therefore saw this gap and decided to embark on this study where the impacts of Employee engagement is measured against organisational performance. Furthermore, research evidence suggest that researches on employee engagement have been carried out in developed countries very few studies were done in developing nations particularly Africa. The researcher saw it fit to carry out a study on employee engagement and employee productivity in Zimbabwe at Simbisa brands.

2.6 Chapter Summary

This chapter included significant empirical research papers that investigated the impact of employee engagement, commitment, and attitude on organisational production. The chapter began by identifying the two constructs: employee engagement and employee performance. Herzberg's Two Factor Theory and Victor Vroom's Theory were used as theoretical framework. Empirical evidence where other scholars' work on Employee Engagement were also highlighted in order to identify a research gap. The next chapter will be on research methodology.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

The methods used in the study to answer the research questions presented in the first chapter are described in this chapter. A mixed-methods strategy is used in the study, combining quantitative and qualitative techniques. study philosophy, study approach, research design, sampling, sample size, data collecting, ethical considerations, validity, and dependability are some of the chapter's most important topics. The chapter was concluded with a summary.

3.1 Research philosophy

The study is anchored in the pragmatism research philosophy, which aligns with the study's mixed-methods design. Pragmatism supports both quantitative and qualitative analysis, recognizing an objective reality independent of the researcher and data collection tools (Hatch & Cunliffe, 2017). This philosophy is particularly suitable for examining the hypothesized relationship between employee engagement and productivity at Simbisa Brands.

3.2 Research approach

The research employs a mixed-methods approach, incorporating both quantitative and qualitative data. The quantitative aspect focuses on numerical analysis (Flick, 2021), while the qualitative component identifies recurring themes. This dual approach enhances the clarity and comprehensiveness of the research findings. The validity of this method is supported by statistical analysis and pilot testing.

3.3 Research design

A case study design was chosen for this research, as it facilitates the use of questionnaires and interviews, enabling data triangulation. Simbisa Brands was selected as the case study due to the researcher's prior attachment to the company, ensuring easy access to organizational data. Creswell (2011) notes that case studies allow researchers to focus intensively on a single organization, providing in-depth insights.

3.4 Target population

Saunders (2012) defines a population as a group sharing defined characteristics from which data can be collected. The study's target population comprises employees of Simbisa Fast Food Brands, specifically those in the human resources department, front-line staff, and shop floor managers. The breakdown of the target population is presented in

Table 1: Primary Data

Department	Position	Number
HRM department	Human Resources Officers	10
Front line employees	Cashiers	200
Line managers	Shop Managers	30
Total		240

Source: Researcher's Primary data

Table 3.1 above indicated that the target population for the study was two hundred and forty employees. These consisted of HRM officers, cashiers and shop managers. It is from this population that the sample size was selected.

3.5 Sampling method

The sample technique used is determined by a number of criteria, including, but not limited to, the nature of the research topic, study objectives, cost, and time constraints (McDaniel & Gates, 2018). To choose the sample, a stratified random sampling procedure was used within the strata defined. The strata used for this study were Pizza Inn, Nandos, Chicken Inn, Bakers Inn and Creamy Inn. Stratified random sampling method is judged appropriate because: firstly, it entails a sample being drawn from the part of population that has the characteristics of the researcher's interest (De Vos et al, 2021). Secondly, this method is deemed appropriate because the population is heterogeneous and capable of being segmented into strata (Mabhungu, 2017). Thus each and every stratum has been proportionally represented in the sample.

3.6 Sample Size

Merriam and Simpson (2000) define a sample as a subset of the population that possesses features that make it representative of the entire population. Researchers agree that it is impossible to sample every item in the target population, hence they must utilise sampling.

A sample size is considered accurate if it is at least 10% of the target population. The researcher employed the Yamane (1967), where the sample size is 58 and the margin error is 5% with a confidence interval of 95%, which has the following formula;

$$n = \frac{N}{1 + Ne^2}$$

n= required sample size

N= population

1= constant term

e= precise degree

$$n = \left(\frac{58}{1 + 58(0.05)^2} \right)$$

n= 50

For this research study, the sample size chosen was fifty (50).

3.7 Data Collection

In order to solve a research problem, assess its implications, and identify solutions, data collection entails obtaining information from pertinent sources. It enables researchers and organizations to answer critical questions, predict future trends, and identify opportunities. Once collected, data must be systematically organized. There are two main types of data: primary data (first-hand information collected through methods like interviews) and secondary data (existing information from sources such as journal articles and reports). Effective data collection is crucial for assessing business performance and making informed decisions.

3.7.1 Primary Data

Primary data consists of raw, firsthand information gathered for a specific purpose (Frankfurt, 2018; Bossone, 2019). In this study, primary data was collected using semi-structured questionnaires and interviews with Simbisa Brand employees.

3.7.1.1 Questionnaire

To meet the study's objectives, a Likert scale questionnaire (rated from 1 = "Strongly Disagree" to 5 = "Strongly Agree") was used (Frankfurt, 2018). Questionnaires were distributed and collected later to accommodate respondents' time constraints. Alternatively, the researcher could wait for immediate responses if participants were available.

The advantages of a questionnaires are it reduces bias. Respondents answer freely without researcher interference (Dhurup, 2017; Maziriri & Chinomona, 2018). Cost-effective & efficient it. Ideal for gathering large amounts of data quickly. Structured analysis. Closed-ended questions allow easy statistical evaluation. Experienced respondents (e.g., SOE officers) are comfortable with surveys. The researcher used a mix of open and closed-ended questions to ensure unbiased, comprehensive responses.

3.7.1.2 Questionnaire & Interview Design

A self-administered, structured questionnaire aligned with the research objectives was used. The interview schedule followed the same structure. A consent letter accompanied the questionnaire, explaining the study's purpose and ensuring confidentiality.

3.7.1.3 Interview Research Guide

An interview guide outlines key topics and questions, ensuring focused and organized discussions (King, 2018). It helps researchers identify the right participants and ask relevant questions (Frankfurt, 2018).

3.7.1.4 Interviews

Interviews are an effective way to gather detailed insights on behaviors, knowledge, and events (Frankfurt, 2018). They provide qualitative depth, allowing researchers to explore complex ideas (Rahi, 2017).

3.7.2 Secondary Data

Pre-existing information gathered for different objectives is referred to as secondary data (King, 2018). Simbisa's records, yearly reports, and human resources documents were analyzed for this study. When studying historical events, secondary data is useful.

3.8 Reliability & Validity

Reliability ensures consistent results under similar conditions (Macklin, 2018). Validity was enhanced through expert reviews and a pilot test using Cronbach's Alpha (threshold: >0.70) (Saunders & Thornhill, 2012; Oliver, 2020).

3.9 Ethical Considerations

Participants were informed of the study's academic purpose, and consent was obtained after full disclosure.

3.11 Summary

This chapter outlined the research methodology, including data collection techniques (quantitative & qualitative), interview types, and ethical practices. The next chapter presents the findings and analysis.

CHAPTER FOUR

DATA PRESENTATION, INTERPRETATION AND DISCUSSION OF FINDINGS

4.0 Introduction

The previous chapter concentrated on the research methodology, while this chapter emphasizes the presentation and analysis of data collected during the fieldwork. The gathered data played a crucial role in achieving the objectives set out in Chapter One and addressing the main research question. Data presentation refers to the use of various graphical tools to visually illustrate the relationships between two or more data sets, facilitating informed decision-making (Kothari, 2014). Creswell (2013) defines data presentation and analysis as the process of showcasing research results through graphs, pie charts, and tables. Accordingly, the findings in this chapter will be displayed using tables, pie charts, text, and bar graphs to ensure clear comprehension and thorough analysis.

4.1 Response rate

A total of fifty (50) questionnaires were given out by the researcher to Simbisa Brands workers. The ratio of study participants to those who were given the opportunity to participate is known as the response rate, according to Kothari (2014). In general, the response rate indicates how many participants successfully finished the questionnaire. As a result, the surveys were sent out in hard copy, and 48 of them were returned after being judged suitable for examination. This represented a 96% response rate. If so, the study's overall response rate is shown in the table below.

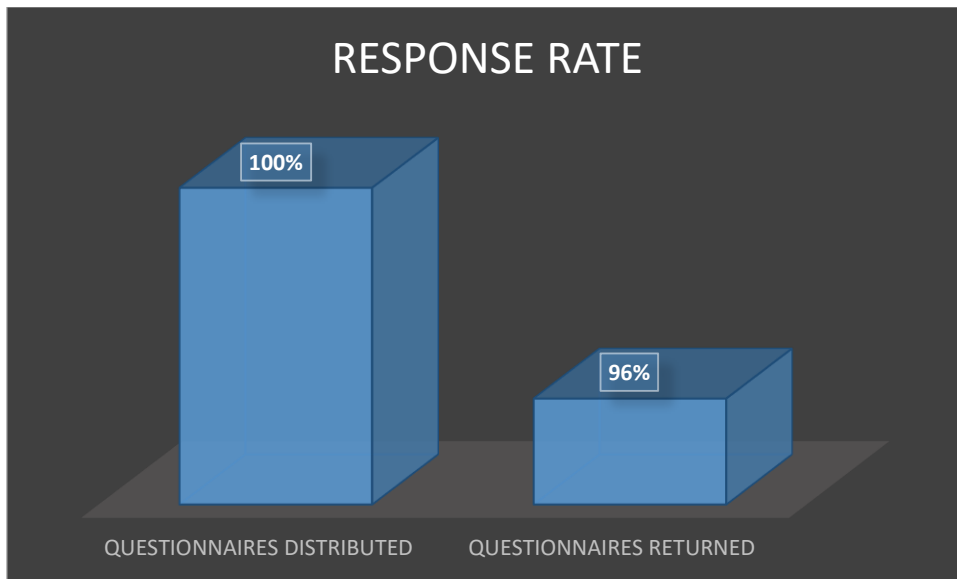


Figure 2: Response Rate for Questionnaires

Source: Researcher's Primary data

Figure 2 shows that 96% of questionnaires were received and used for data analysis. These findings are backed by Yin's (2016) study, which confirms that the response rate must decrease from 50% to be considered acceptable. This demonstrates that the response rate was high, and the comments received were typical of workers' ideas and opinions about employee engagement.

4.2 Demographic data

The demographic characteristics of respondents are presented below;

4.2.1 Gender distribution

The figure 3 below indicates the gender distribution of the participants at Simbisa fast food outlets;

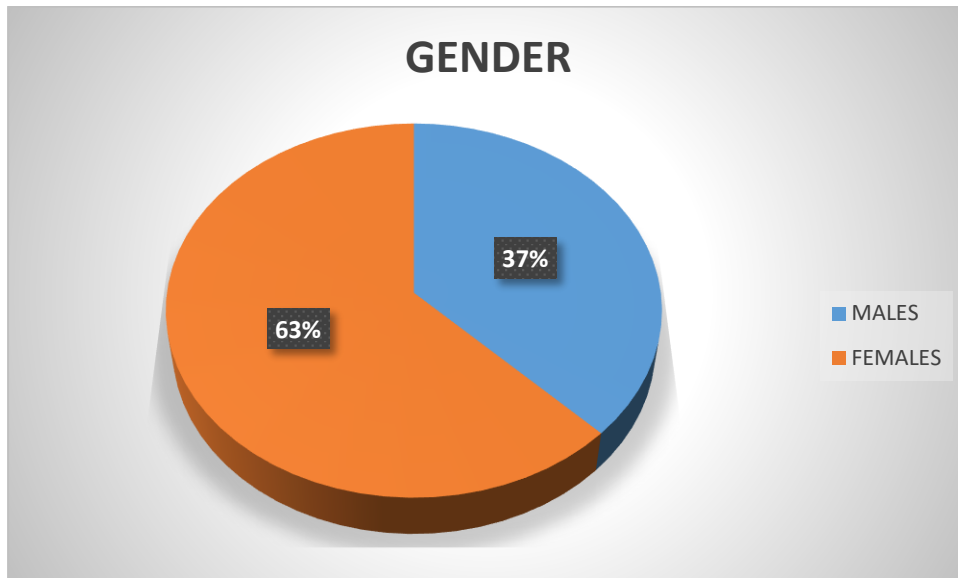


Figure 3: Gender distribution

Source: Researcher's Primary Data

The figure 3 presented above shows that the respondents in this study included both female and male employees. However, the study results indicate that there were more female participants than males. This could be illustrated by the fact that Simbisa brands employ more women than men due to the nature of its industry. The findings harmonise with the study by Mugomba (2016), who highlighted that in most organisations the number of female employees are many when compared to their male counterparts. Therefore, the researcher can deduce that at Simbisa brands female workers occupy front line positions such as cashier jobs and reception jobs.

4.2.2 Educational qualifications

The fig 4 below presents the level of education of the respondents at Simbisa brands,

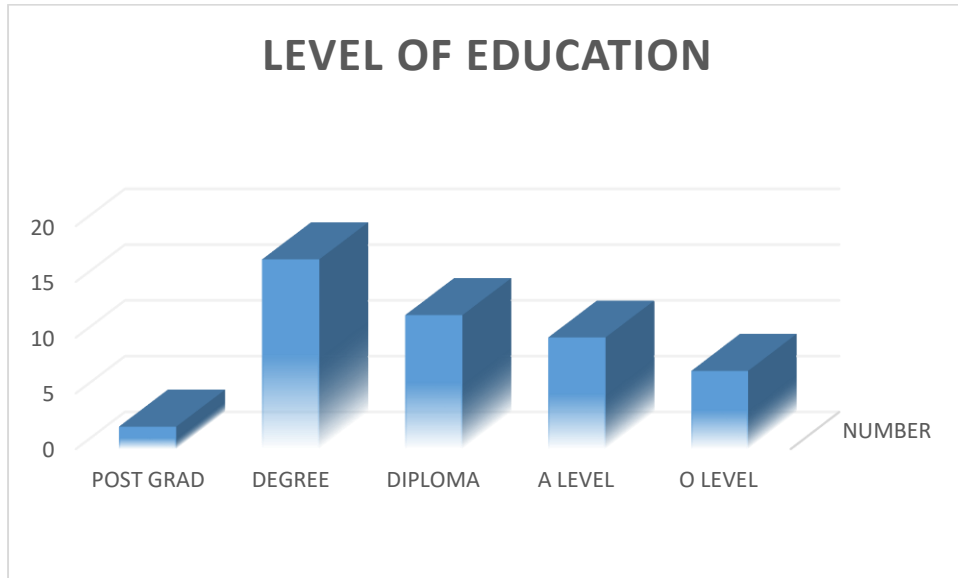


Figure 4: Level of Education

Researchers Primary Data: 2023

From the fig 4 above, the discovery on the level of education at Simbisa fast food shows that the majority of workers are degreed. Two employees were Masters holders, seventeen (17) had degrees, 12 had Diploma. The results indicated that Simbisa brands is manned by highly qualified personnel who are able to stir the company towards the desired goals. The findings are in sync with Mutema (2017)'s findings which revealed that most people in Zimbabwe are educated.

4.2.3 Age group

The table 2 below presents the data obtained from the questionnaires;

Table 2: Age Group Data

18 - 25 years	15
26 - 35 years	28
36 - 45 years	2
46 - 55 years	2
56 years and above	1
Total	48

The table 2 above indicates that the majority of respondents (28) were in the range between 26-35 years. Fifteen employees were in the range 18-25 years, whereas the remaining 5 employees were over 36 years. The above results indicate that Simbisa brands is manned by a young workforce who are tasked with the responsibility of driving the vision of the fast food outlet forward.

Table 3: Number of years in the company

Number of years	Frequency	%	Cumulative %
1-5	27	56	56
6-10	16	33	89
>10	5	11	100
Total	48	100	

Source: Researcher's Primary Data

The Table 3 above indicated that the frequent number of years in the company was the range between 1-5 years with a total of 27(56%) employees. This was followed by 16 (33%) of respondents who had been with the company for 6-10 years. The remaining 5 (11%) of employees had been with Simbisa brands for more than 10 years. The research findings indicate that the majority of employees do not stay for long at Simbisa brands and this might be attributable to lack of employee retention strategies.

4.3 Presentation of Research findings

4.3.1 Determining the reasons for employee disengagement at Simbisa Brands fast food outlets.

This research objective sought to determine the reasons for employee disengagement at Simbisa brands, the results obtained are presented in the fig 4.4 below;

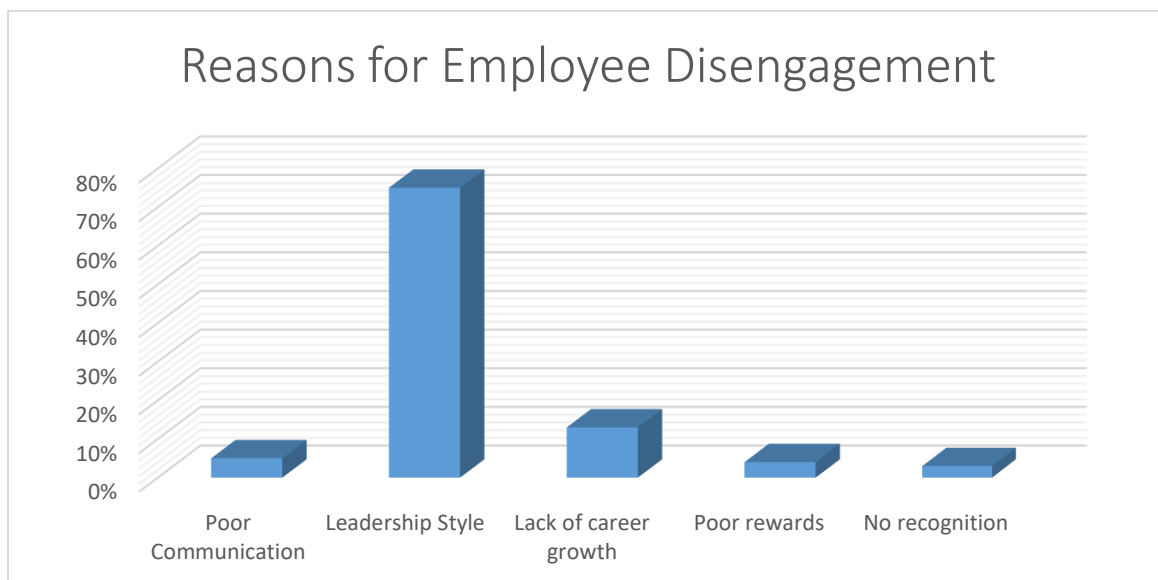


Figure 5: Reasons for Employee Engagement

Source: Researcher's Primary Data

The diagram above indicate that most questionnaire respondents cited poor leadership as the major reason why they are disengaged. Another group (13%) of respondents revealed that lack of career growth at Simbisa brands is the main reason why employees were disengaged. An insignificant figure of 5%, 4% and 3% respectively also indicated poor communication, poor rewards and no recognition as the other reasons why employees are always disengaged at the fast food outlet. The above findings are buttressed by Kumar and Pansari (2014) whose study revealed that poor leadership is a determinant cause for employee disengagement. Karape (2013)'s study also revealed that Employee engagement is closely connected to its components specifically employee satisfaction, commitment, loyalty and performance.

During interview analysis one interviewee remarked:

"The current working climate is challenging since we put in more hours, especially during the holidays and festive seasons. The high management does not even provide us with breaks or incentives, so those extra hours go unnoticed."

4.3.2 Establishing the effects of employee disengagement on employee performance.

This research question sought to establish the effects of employee disengagement on employee performance. The questionnaire findings are illustrated as in the table below;

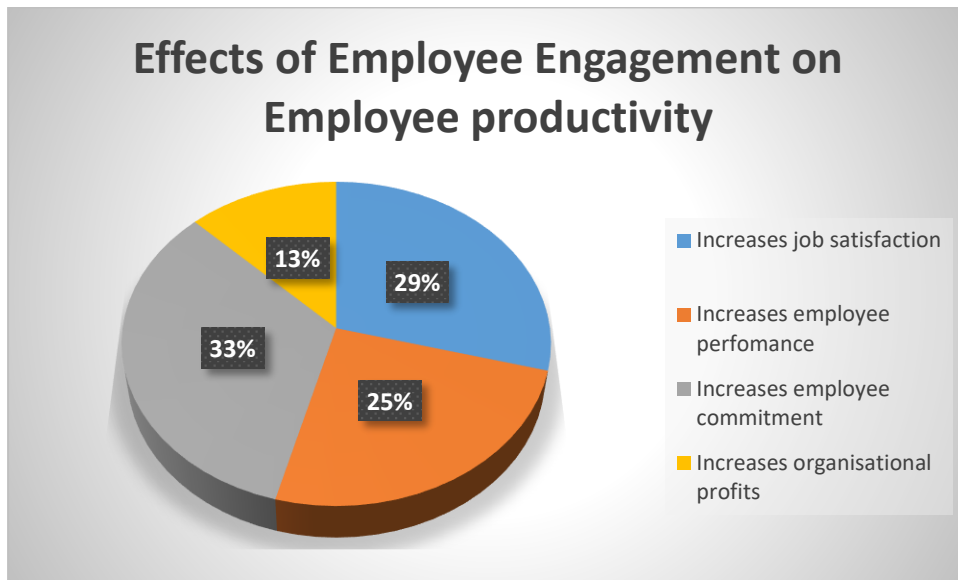


Figure 6: Effects of Employee Engagement on Employee productivity

Source: Researcher's Primary Data

The above pie chart indicates that the majority of respondents (33%) indicated that employee engagement results in increased employee commitment. 14 (29%) of respondents cited that employee engagement leads to an increased job satisfaction. 12 (25%) of employees indicated that employee engagement leads to an increased employee performance. The remaining 13% cited employee engagement increases organisational profits. These findings are supported by Kumar and Pansari (2014) whose findings revealed that low level of employee morale impacts on the company's bottom line negatively and ultimately productivity declines.

4.3.3 Establishing the relationship between EE and organisational productivity at Simbisa brands.

This research objective sought to establish the relationship between employee engagement and organisational productivity. The results of the study are indicated in the fig 7 below;

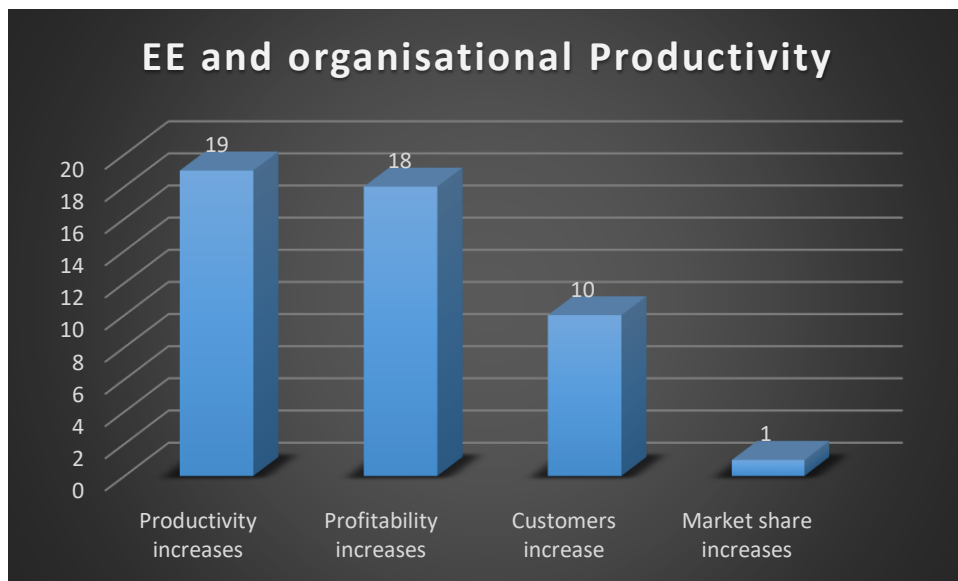


Figure 7: Employee Engagement and Organisational Productivity

Source: Researcher's Primary Data

The above fig 7 illustrates the study's findings on employee engagement and organisational productivity. The research study revealed that the majority of employees 19 (40%) indicated that employee engagement is positively related to an increase in productivity. 18 respondents cited that employee engagement leads to an increase in profitability. 10 respondents indicated that employee engagement leads to an increase in the number of customers. The remaining employee indicated that employee engagement leads to an increase in market share. These sentiments are shared by several researchers who converge that employee engagement has a positive relationship with an organisation's productivity, (Anyadike, 2013; Dulagil, 2012; Farouk, 2014). The above findings were also supported by Kaliannan and Adjovu 2014 whose results indicated that, employee engagement is positively related to an increase in an organisation's productivity.

Furthermore, research evidence suggest that organizational performance is anticipated to rise by 20.9%, *ceteris paribus*, as worker engagement increases. Similar findings from earlier investigations by (Harter et al., 2002:276; Schneider, Macey, Barbera & Martin, 2009) lend weight to the conclusion. Employee discretionary effort to improve income and decrease costs adds to increased organizational performance by over 20% annually (Shuck *et al.*, 2011). Additionally, it was clear from the empirical findings that employee engagement had a favorable and significant impact on organizational performance. This shows that raising employee engagement will boost organizational performance in terms of quality and

productivity. According to earlier research, engaged workers are more resourceful and willing to go above and beyond, which results in higher productivity (Bakker & Demerouti, 2008). According to Kataria et al. (2014), engaged people perform their jobs more proficiently, which results in higher-quality performance and improved organizational performance.

One participant commented during interviews on the connection between engagement and organizational performance.

"I believe that when an organization's values align with my principles, I am voluntarily motivated to work and complete all of my tasks within the deadlines because I know the organization recognizes my side of life and career." If it were the other way around, I would be unable to match personal efforts with the attainment of organizational goals."

As demonstrated by the respondent's ability to finish tasks by the deadline, the researcher saw that the participant was expressing a positive relationship between engagement and organizational performance. This is because an increase in worker engagement brought about by organizational values that align with worker principles causes him to be engaged and perform better.

4.4.5 Strategies for improved EE for organisational success at Simbisa brands.

The study also sought to recommend strategies for improved organisational success. The study's findings are illustrated in the figure below;

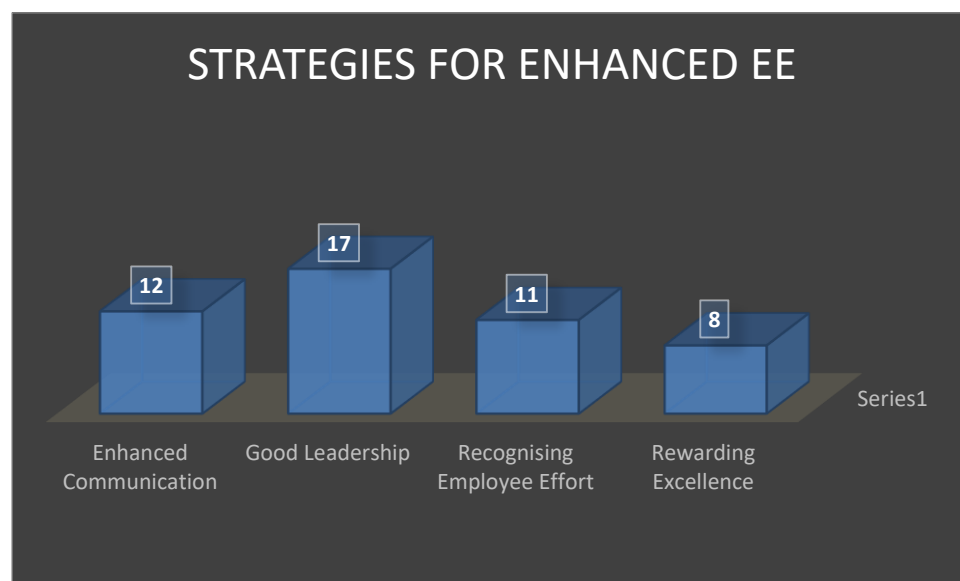


Figure 8: Strategies for Enhanced Employee engagement

Source: Researcher's Primary Data

The bar graph above show respondent's views with regards to their recommendations on strategies necessary for enhanced employee engagement. The results obtained revealed that the majority of employees 17 (35%) hinted that there must be good leadership at Simbisa brands for employee engagement to prevail. Another group, 12 (25%) employees indicated that management at Simbisa brands must use enhanced communication and provide feedback. 11 (23%) respondents also indicated that management must recognise employee effort for improved organisational performance. The remaining 8 (17%) employees cited rewarding employee excellence as a way of rewarding employee effort. These findings were supported by Bersin (2015) whose findings revealed that management must foster great management initiatives for enhanced EE. The author also reiterated that, management must create ample time for growth.

4.5 Chapter Summary

The chapter above presented the research findings, these were presented and illustrated using graphs, figures and tables. The findings were discussed in relation to literature and supported by other scholars. The next chapter will give a summary, conclusion and recommendations of the study.

CHAPTER FIVE

SUMMARY, CONCLUSIONS, RECOMMENDATIONS

5.0 Introduction

This chapter contains the research study's general summary, conclusion, and recommendations for the study on the influence of Employee engagement on Organisational productivity at the Simbisa brands. This chapter also includes any fresh additions to the current body of knowledge. Recommendations to guide policy formulation and revision will also be provided in this chapter.

5.1 Summary

The main research objective was aimed at investigating the impact of Employee Engagement on organisational productivity. The study was also aimed at identifying the causes of employee disengagement. The study results revealed that reasons for worker disengagement at Simbisa fast foods are job dissatisfaction, hostile working environment, negative, leadership style and job stress. It further sought to assess the effects of employee engagement on organisational productivity. The study was also aimed at analysing the impact of employee engagement and organisational productivity. Lastly, it was aimed at suggesting recommendations to Simbisa brands which are aimed at improving employee engagement levels. The research study used study a Mixed research approach (which is a combination of quantitative and qualitative) research methods. A Case study research design was chosen. Questionnaires and interviews were also used to gather data from the research participants. The data was illustrated and presented in tables, graphs and common themes. It was later discussed and findings were substantiated with other scholar findings.

The research findings indicated that most respondents were involved directly in the organizational activities at Simbisa brands. Therefore, their productivity levels had a direct impact on the organisational goals. The study also revealed that improving employee's engagement levels will have a positive impact on business outcomes. The research study also revealed that most employees were disengaged at Simbisa brands. The research findings also revealed that employees were disengaged due to the leadership style, communication problems and pay issues. The effects of disengagement were revealed to be poor commitment, reduced profits and decreased profitability. The research study recommended that Simbisa brands must

improve on its leadership style for improved organisational performance. The research also recommended that the management at Simbisa brands must pay employees using both financial and non- financial incentives in order to cushion them during this hyperinflationary period.

5.2 Contributions to knowledge

Managers should focus on increasing employee engagement to boost productivity at Simbisa companies. This study's main focus was to uncover the association between Employee engagement and organisational productivity at Simbisa brands. This study discovered that employee engagement is a primary driver of organisational productivity for Simbisa businesses. This study also observed that previous empirical investigations have concentrated on developed European nations. There have been very few studies conducted in poor nations such as Zimbabwe. This study adds to the literature by proving that employee engagement has a favourable impact on organisational productivity.

The current body of information on employee engagement, management-related discussions, and research on the complexities of productivity-influencing elements are all enhanced by this study.

5.3 Recommendations for policy implications

The study suggests that the Human Resources Management Department should develop and implement policies aimed at improving employee engagement. Management should also foster positive work environments that support employee growth. Simbisa brand managers need to prioritize investments in strategies that promote employee wellness and enhance positive working environment to maximize the benefits of having highly engaged employees and boost productivity. Additionally, Simbisa's management should establish policies to measure employee engagement levels within the organization.

The research found that employee engagement positively impacts organizational productivity at Simbisa Brands and is crucial for maintaining a competitive edge. Management must ensure employees understand the company's vision and mission, as this alignment fosters engagement. Employee commitment was identified as a key driver of engagement, implying that management should provide necessary resources and autonomy to enhance productivity. Top leadership should trust operational managers and avoid fear-based leadership to promote

commitment, enabling managers to set clear goals and implement effective performance strategies.

The study also highlighted leadership style as a significant predictor of employee engagement. Simbisa Brands should adopt participative and democratic leadership styles, allowing employees to contribute freely. Additionally, the work environment was found to influence engagement. In today's fast-paced, competitive business landscape, the work environment directly affects organizational performance. Industries should collaborate with regulators and government bodies to align labor needs and ensure a supportive workplace.

5.4 Recommendations for further research

This study focused on the fast-food industry; future research could explore other sectors, such as banking or manufacturing, to test the hypothesis. Future studies should examine the link between employee engagement and other variables, such as transformational leadership. Further research could also validate this study's findings by conducting similar studies across Zimbabwe's fast-food industry. Moreover, further studies may investigate the mediating effect of job traits like commitment, employee satisfaction on the relationship between EE and organizational productivity.

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APPENDICES

APPENDIX A: QUESTIONNAIRE

My name is Duncan Masasa, I am a final year student at BUSE studying Bachelor of Commerce in Human Capital Management. This questionnaire will be treated solely for academic purposes, with utmost privacy and confidentiality.

Instructions to the respondents

Please tick your responses in the appropriate box (es) or write your responses in the spaces provided. Any comments must be made in the spaces provided.

SECTION A

(i) Gender

Male Female

(ii) Age (in years)

18-25 26-35

36-45 46-59

60 and over

(iii) Level of education

a. Ordinary level
b. Advanced level
c. College certificate
d. Degree
e. Masters degree

(iv) Duration of work at Simbisa Fast Foods (in years)

a. less than 2 b. 3-5 c. 5-10 d. over 10

(v) **Designation**

a. Human Capital

b. Managers

c. Cashiers

SECTION B

1. Please indicate whether you agree or disagree with the following statements by ticking in the appropriate box(es) against each of the following statement questions, (SA questions) strongly agree, (A) agree, Neutral (N), (SD) Strongly disagree and (D) disagree. Your responses should be based on the key provided below:

Statement	SA	A	N	SD	D
Does work environment affect employee engagement					
Does leadership affect employee engagement					
Does working as a team affect employee engagement					
Does training affect employee engagement					
Does compensation affect employee engagement					

Ascertaining reasons for employee disengagement

Statement	SA	A	N	SD	D
Poor Communication leads to employee disengagement					
Hostile working environment causes employee disengagement					
Lack of career growth causes employee disengagement					
Poor rewards caused employee disengagement					
Lack of recognition causes employee disengagement					

Ascertaining the effects of Employee Engagement

Statement	SA	A	N	SD	D
Employee Engagement increases job satisfaction					
Employee Engagement increases employee commitment					
Employee engagement increases organizational profits					

Increases employee morale					
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Strategies for improved Employee Engagement

Statement	SA	A	N	SD	D
Enhanced Communication improves employee engagement					
Good leadership style improves employee engagement					
Proper reward strategies improves employee engagement					
Good working environment improves employee engagement levels					

Statement	YES	NO
Does clarity about expectation assist in improving employee engagement		
Does decentralization in decision making assist in improving employee engagement		
Does having cordial relationships between managers and employees assist in improving employee engagement		
Is having meaningfulness of employee role and tasks assist in improving employee engagement		
Does team work assist in improving employee engagement		

THANK YOU FOR YOUR COPERATION.

INTERVIEW QUESTIONS

1. What do you understand by the term Employee Engagement?
2. What reasons do you think accounts for poor organizational performance at Simbisa?
3. Do you think employee engagement is related to employee productivity?
4. What motivational factors do you think affect performance in the organization?
5. What role do senior management play in making sure junior staff are engaged in the organization?
6. What are the effects of employee disengagement?
7. What suggestions can you put forward to improve performance at Simbisa?