



BINDURA UNIVERSITY OF SCIENCE EDUCATION

FACULTY OF COMMERCE

DEPARTMENT OF HUMAN RESOURCES MANAGEMENT

**AN ASSESSMENT ON THE IMPACT OF EMPLOYEE ENGAGEMENT ON
ORGANIZATIONAL PERFORMANCE: A CASE OF TOBACCO INDUSTRY AND
MARKETING BOARD**

By

B191640B

**A DISSERTATION SUBMITTED IN PARTIAL FULFILMENT OF THE
REQUIREMENTS OF THE BACHELOR OF COMMERCE (HONORS) DEGREE IN
HUMAN CAPITAL MANAGEMENT**

JUNE 2023

Approval Form

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Dedication

I dedicate this research project to God who granted me good health and support that facilitated my success completion of the project.

Abstract

Employee engagement is widely-considered to be a powerful and useful tool to assist organisations 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 investigates the impact of employee engagement on organizational performance at Tobacco Industry and Marketing Board. The study revealed that 67% of workers employed by TIMB are females and majority of employees are aged 35 and below. Furthermore, TIMB has more employees who have degree certificates. Organisations often fail to enhance long-term business success when they overlook key employee engagement factors that affect organizational performance. This study, consequently, utilised the 5 point Likert scale approach, to evaluate key employee engagement factors affecting organisational performance. The study revealed that teamwork, training and compensation were the key factors affecting organizational performance. A quantitative and qualitative research design was utilised, case studying 56 employees from TIMB organisation through probability stratified sampling. Using a simple regression analysis, the empirical results revealed that employee engagement positively and significantly influenced organizational performance by 20.9%. Furthermore, insufficient means to accomplish work was study revealed as the major challenge among five listed challenges associated with employee engagement. The study put forward clarity about expectations as the most important measure that the organisation can utilize in improving employee engagement.

Key words: Engagement, employee, performance, regression, organisation

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CHAPTER 1

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1.1 Introduction

This study uses TIMB as a case study to assess the relationship between organizational performance (OP) and employee engagement (EE). The background of the study, problem statement, objectives, research hypothesis, and the importance of the research questions to be addressed, constraints, study delimitations, assumptions, definitions of terminology, and a chapter summary are also covered in this chapter.

1.2 Background of the study

Employee engagement is currently a management hot subject that is included on the human resources agenda. Senior executives now consider it to be one of their top business priorities. Cole (2002) asserted that as employees are an organization's primary stakeholders, engaging them is necessary to improve organizational performance. Robinson et al. (2004) defined employee engagement as a positive attitude held by a worker toward the firm and its worth. The researcher concentrated on how organizational performance was impacted by employee engagement. Employee engagement is a relatively new concept in the context of human resources and has been quickly assimilated into its language, claim Mann and Harter (2016). Most organizations have not comprehended this subject, and most human resources management strategies have not taken it into account.

According to Schwartz (2011), businesses typically rely on financial measurements to assess organizational success, and these have since become the key indications in doing so. According to Preffer (1998), there is a need to consider human-oriented measures, which include attitudes and perceptions as indications of employee behavior and performance. Most firms in Zimbabwe and other developing nations should understand that employee engagement is a different topic from various employee role conceptions since it can have a positive or negative impact on organizational performance.

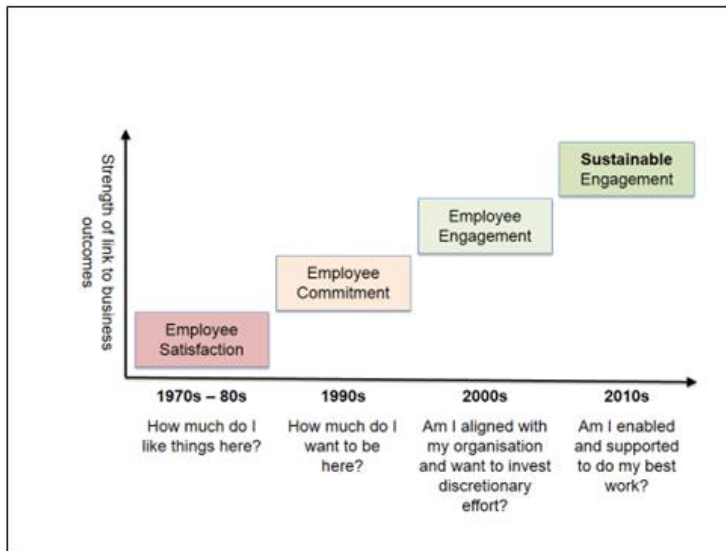


Figure 1: Evolution of Employee Engagement

Source: www.hrzone.com

Figure 1's graphic illustrates how, in the 1970s and 1980s, the focus of employee engagement was on employee satisfaction. Employees would contemplate how much they would value certain facets of their firms. People started to think about how much they wanted to be a part of their organizations in the 1990s as the emphasis shifted to stress employee engagement. Later, the focus shifted to employee engagement, where employees would ask whether they were aligned with their employers. The idea of sustained engagement was finally introduced in the 2010s as workers sought to understand whether they were empowered and encouraged to perform at their maximum levels at work.

Baer (2017) argues that it makes sense for marketing initiatives to progress beyond fostering contented employees to involving engaged ones. As methods to measure employee engagement were developed, it became clear that there was a relationship between an engaged employee and one who was already taking part in marketing campaigns, albeit unwittingly (Baer, 2017). Additionally, he stressed that engaged staff members are more likely to support their bosses and take pleasure in their companies. Many of these individuals have already started advertising their brands and jobs.

Many scholars believe that companies with high employee engagement outperform their competitors frequently. According to studies, businesses with strong employee engagement levels experience up to four times greater levels of success. Additionally, engaged workers produce greater outcomes. Businesses or work units with employee engagement scores in the highest quartile of their firm had nearly twice the odds of success as those with scores in the lowest quartile, per a recent meta-analysis by Gallup (2013). These business units have experienced a 41% drop in absenteeism, a 20% rise in productivity, a 65% drop in turnover, a 48% drop in safety issues, and a 41% drop in quality mishaps.

Additionally, business units with high levels of engagement report 20% increases in sales of their goods and services as well as better levels of client loyalty. However, the survey finds that for many firms, achieving employee engagement is a difficult goal. Despite an annual investment of \$720 million in engagement programs, the majority of employees continue to be disengaged, incurring \$550 billion in lost income.

According to research conducted in 2015 by Hay Group, less than half of workers who work globally (46%) support the organization's viewpoint because they are compensated for the everyday labor they perform. Employees had the exact same viewpoint a year before to the study's conduct, though. The survey also found that the average employee's perception of engagement has generally changed negatively, despite a significant but slight improvement in the organization's commitment to boosting employee engagement. Hewitt, however, reports that over the past year, perceptions of the policies and practices that foster a broad culture of employee engagement have deteriorated globally.

Only 32% of Americans are engaged in their jobs overall in the United States. They based their assessments on organizational factors including having the opportunity to do what they do best every day, working with someone who supports their professional development, and being aware that their input matters at work, which are the most important factors in predicting high-performance results. According to Harter & Adkins (2015), workers whose managers place little priority on employee engagement are commonly dissatisfied at work, which affects their relationships with their families as well. As a result, even outside of the workplace, this has an effect on their general well-being.

Africa today has a 67% employee engagement rate, up over the last few years. This is due to the region's developing economy, which is enabling firms to offer competitive pay, according

research done by Hewitt (2015) in 2014. Employee motivation to innovate, lead, and communicate has improved as a result of increasing employee engagement. The trend in Sub-Saharan Africa, where employee involvement has been dropping, is alarming, according to the report. The percentage of disengaged workers in Africa, according to Abbott (2014), is equivalent to the percentage of engaged workers for all professionals in businesses and those with higher levels of education.

According to Nguwi (2012), Zimbabwe's diminishing demand, growing rivalry, and shrinking profit margins have increased the importance of employee engagement there. A nationwide survey of 5222 employees in Zimbabwe was done by an industrial psychologist, and the results showed that aligned skeptics make up 40.79% of the workforce (Nguwi, 2012). In the study, employees who support company goals but are hesitant to take action to meet those goals are referred to as aligned skeptics.

In order to unlock organizational performance, a study by Sibanda, Muchena, and Ncube (2014) looked at employee engagement in a public sector company in Zimbabwe. The organization (Zim-PSO) that is the subject of the study, which has encountered operational and personnel challenges, is essentially trapped in underperformance, which may improve as employee engagement levels improved. The primary thesis of the study is that employee engagement is a critical determinant of both personal and organizational performance. The findings revealed poor employee engagement levels, which led to many employees performing below average.

Despite repeated attempts to improve the working environment and employee motivation, the report stresses that the interventions were still insufficient. Despite the fact that the business continues to face a number of problems that go well beyond what engagement can fix, this does not necessarily negate engagement's capacity to promote labor-saving and productive employee behaviors.

The primary focus of this study is on how employee engagement impacts organizational success and how lacking it, a company may be doomed to failure. This research will investigate all areas that are greatly impacted by low levels of employee engagement and how they lead to poor organizational performance, stressing the significance of employee engagement with particular reference to the tobacco industry and Marketing Board.

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1.3 Problem Statement

The Tobacco Industry and Marketing Board's employees have faced challenges such as low morale, inadequate managerial communication, a lack of openness, and subpar training standards. Both the lack of management support in completing tasks assigned to them and the employees' ignorance of the methods employed by management to teach staff contributed to these issues. The 2022 Human Resources Annual Reports state that these elements may cause employee turnover and a reduction in customer service. According to the Annual Reports, about 55% of the workforce feels that there is insufficient transparency within the company regarding the recruitment and selection of employees, as well as how candidates are chosen for training. They think that instructions and other tasks might not be communicated properly and promptly, and that the organization's reporting structures are unnecessarily bureaucratic and inhibit the introduction of new ideas. Staff employees may develop low self-esteem as a result, which could affect their engagement and commitment to supporting the company's objectives. Since employees might not achieve goals, the purported decline in employee engagement could negatively affect the efficiency of organizational activity. According to analysis and data from the 2022 Human Resources Reports, a number of employees are not meeting the deadline.

1.4 Research objectives

1. To establish the key factors that influence employee engagement at Tobacco Industry and Marketing Board.
2. To investigate the relationship between employee engagement and organizational performance in terms of service delivery.
3. To determine the challenges that are associated with employee engagement.
4. To suggest possible measures/strategies for improving employee engagement for Tobacco Industry and Marketing Board.

1.5 Research questions

1. What are the key factors that drive employee engagement in the Tobacco Industry and Marketing Board?
2. What is the relationship between employee engagement and organizational performance?
3. What are the challenges associated with employee engagement in an organization?

4. What are the suggested possible measures/strategies for improving employee engagement for Tobacco Industry and Marketing Board?

1.6 Research hypothesis

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HA: There is a significant relationship between employee engagement and organizational performance.

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1.7 Significance of the study

1.7.1 To the researcher

The completion of the study will benefit the researcher by providing a training resource for academic and professional development. Additionally, it will make it clearer how employee involvement affects organizational performance. He will also be able to offer recommendations for the future.

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1.7.2 To the industry

The study's goal is to evaluate the effect of employee engagement on Tobacco Industry and Marketing Board's organizational performance. The study will assist the company in comprehending the effects of employee engagement on organizational performance as well as the demands of the workforce, thereby maximizing employee efficacy and effectiveness.

1.7.3 To the public

The public will also gain from the study in that they will comprehend the importance of employee engagement to the administration of human resources in businesses.

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1.8 Delimitation of the study

1.8.1 Geographical location

The Tobacco Industry and Marketing Board's Chief Executive Officer, Human Resources Officer, Accountant, Inspectors, Tobacco classifiers, Arbitrators, Sales supervisors, Technical officers, and Field officers will be the main subjects of the study.

1.8.2 Time

The study will be conducted in a space of two semesters August 2022 to May 2023.

1.8.3 Concept

The purpose of the study is to examine how employee engagement affects organizational performance.

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1.9 Limitations of the study

One of the challenges to a project's success is that the researcher had to attend classes and complete assignments because he was a full-time student. On the other hand, the researcher put in extra time on weekends and holidays to concentrate on research projects.

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Most employees are likely to keep some of it private because it was impossible to discriminate between some of the facts needed to condemn them. The researcher will sincerely promise that the data will only be used for academic research and that it will be kept confidential, keeping senior management in the dark about their involvement, to avoid this.

Since the researcher is not formally employed, one of the drawbacks that are likely to be encountered when conducting research is a lack of funding for necessary expenses such as transportation, stationary, and the printing of data collection tools. In order to stop this, the researcher received funding from parents and printing supplies from the Tobacco Industry and Marketing Board.

1.10 Definition of key terms

A person who is hired by an employer to perform a certain activity in exchange for payment or compensation is referred to as an employee (House 1971).

Employee engagement entails using one's own body, mind, and emotions to carry out roles and requires integrating one's identity with that of the organization (Kahn, 1990).

Employee morale is described by Bowles and Cooper (2009) as the way in which employees feel about themselves and the organization they work for.

According to Galbraith (1970), organizational performance is the capacity of the organization to achieve its objectives and maximize results.

Employee commitment and involvement with their company are measured by employee loyalty (Gargouri, 2017).

According to Webster (2013), the word "impact" means to make a large, typically negative affect on something or someone.

1.11 Chapter Summary

The context of the study, the problem statement, and the research questions were highlighted in this introductory chapter. The study's goals and importance were described. Key words were defined and clarified, and the study's boundaries and restrictions were outlined.

CHAPTER 2

LITERATURE REVIEW

2.1 Introduction

The theoretical framework, conceptual framework, and a review of related literature are highlighted in this chapter. This chapter also highlights the research void.

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2.2 Conceptual framework

Employee engagement may be efficiently and successfully influenced by a number of factors. The work environment, leadership, teamwork, training, and compensation are all examples of these variables. This connection is summarized in the conceptual framework.

Independent variables

Dependent variable

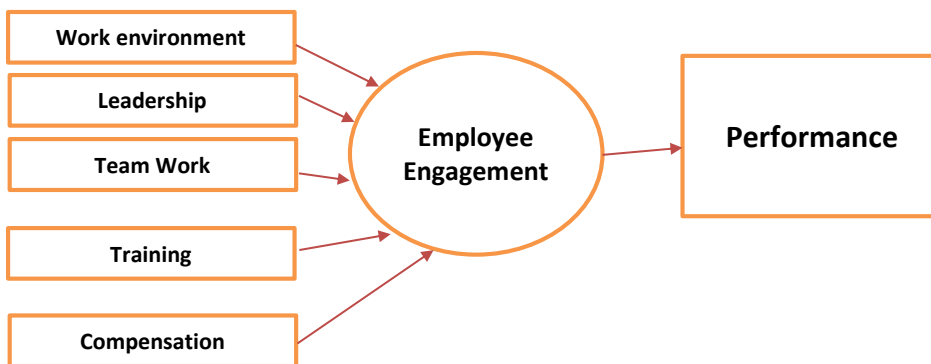


Figure 2.1: Conceptual framework

Source: Author, 2023

2.3 Employee engagement

One of the most significant notions in the management literature is the idea of employee engagement. According to Gallup (2011), the theory of employee engagement has been perceived as being a much larger term than other concepts like motivation and commitment included in the management literature. Employee engagement, according to Mann and Harter (2016), is seen as more of a psychological than a physical contract, making it a pressing concern in today's economic environment. In order for managers to effectively express organizational strategies, the organization must create a pleasant working environment that maximizes individual potential.

Loyalty and encouragement are two distinctive characteristics of an engaged workforce that are connected to the corporate strategy. According to Leiter and Baker (2010), engaged workers feel considerably more a part of their jobs and believe they will complete them successfully. Employee involvement, in the opinion of Schaufeli et al. (2002), encourages a productive work-related mindset that includes vigor, determination, and absorption. According to Baker et al. (2008), vigor alludes to one's readiness to put their all into their task, devotion denotes being deeply immersed in it, and absorption denotes being happily focused on it. Employees that are engaged in their work are happy about it, and they put a lot of effort and commitment into it, which demonstrates a fulfilling work-related mindset.

2.4 Organizational performance

One of the most important factors in management research, organizational performance is regarded as the best predictor of organizational performance. According to Leiter and Baker (2010), organizations have a crucial role to play, making successful organizations a crucial component for growth as well as a competitive edge. One of the components of organizational performance in any organization is continuous performance. This is true because, as Lusthaus and Adrien (1998) noted, organizations can grow, rule, and advance through performance. Managers are aware that achieving goals makes a company successful, making it productive and efficient. In their definitions of the fundamental idea of organizational performance, Lebars and Euske (2006) emphasized that performance includes both financial and non-financial cues that provide details on the stage of goal and outcome attainment. Knowing the components of performance that are unique to each area of responsibility is essential for defining and comprehending the idea. Being able to quantify an organization's results is crucial for determining its performance.

2.5 Factors affecting employee engagement

2.5.1 Work environment

The workplace environment is one of the key elements that influence employee engagement. According to Deci and Ryan (1987), businesses that foster a welcoming workplace culture naturally exhibit concern for the needs and sentiments of their workers. As a result, management offers upbeat commentary and invites staff to voice their concerns in an effort to broaden their skill sets and solve workplace issues. Robinson et al. (2004) contend, however, that businesses with flexible work policies are more likely to have a favorable and significant impact on employee engagement. The importance of organizational policies and their systems

in aiding and supporting a flexible work provision in helping to match the workers' work and living environments was also highlighted in earlier studies by Demerouti (2010). As a result, businesses with such provisions can be expected to have more engaged workforces.

As a result, it is believed that a positive work environment that encourages motivated labor and interpersonal harmony is a key determinant element in determining employee engagement.

2.5.2 Leadership

One of the second fundamental variables affecting employee engagement is leadership. Effective leadership, according to Xanthopoulou et al. (2009), is a higher-dimensional concept that includes internalized ethical values, objective information dissemination, relational clarity, and self-awareness. Engagement happens organically when leaders are inspiring, according to earlier research (Schmit and Allscheid, 1995). Employees will naturally be concerned and engaged when their work is seen as vital and emotive.

The notion that leaders should be responsible for conveying and informing that employees' actions are seen as playing a significant and vital role in the overall success of the firm. According to Gonrig et al. (2008), authentic and compassionate management is thought to have an impact on employee engagement in the sense of boosting the group's attachment to, pleasure from, and eagerness for work.

2.5.3 Teamwork

Team and coworker dynamics have an impact on employee engagement as well. According to Kahn (1980), supportive teams, supporting interpersonal interactions, and supportive interpersonal relationships all promote employee engagement. According to Kahn (1990), welcoming environments enable participants to explore, try, and even fail novel things without fear of the repercussions. According to May et al. (2004), relationships in the workplace have a significant impact on meaningfulness, which is one of the components of engagement.

However, Shuck and Wollard (2010) asserted that those who have good relationships with their coworkers should have superior sense in the workplace because they focused on the relatedness needs other people have. Therefore, it is anticipated that employee engagement will be high if they get along well with their coworkers.

2.5.4 Training

Training and career development are two crucial factors that are taken into account to influence employee engagement. According to Sundaray (2011), training improves provision accuracy, which has an effect on provision performance and worker commitment. This component seeks to assist employees in an effort to help them focus more on a specific employment aspect. Employees that participate in training and knowledge development programs are likely to gain confidence, which will inspire them to become more invested in their job tasks. According to Saks (2008), giving employees in the organization the opportunity to grow will have the same effect as satisfying them.

Saks (2008) also advanced the hypothesis that a person's ability to fully become what he or she enjoys is dependent upon learning how to satisfy their desires. The management team needs to place more emphasis on training and development that is increased via the steps of a career path since it affects how well employees grow and develop over time, which raises their level of engagement.

2.5.5 Compensation

Employee compensation, often known as remuneration, is a significant component that is thought to have an impact on engagement. This is a crucial additional dimension for the business because it inspires workers to work harder and concentrate more on both their professional development and personal goals. This includes both monetary and non-monetary benefits. An appealing compensation plan, in instance, includes a variety of combinations of salaries, bonuses, monetary and non-monetary perks, such as more vacation days.

Rewards and recognition are two key factors in employee engagement, according to Saks and Rotman (2006). As a result, they saw that organizations need to recognize employees for their hard work in order to increase their feelings of gratitude and engagement. Kahn (1990) also noted that the significance of the employees' perceptions of the advantages they are going to receive has an impact on the degree of employee engagement inside a firm. As a result, it is essential for the company to offer employees high-pleasing standards of compensation in addition to rewards for their desire to reach high levels of engagement.

2.6 Relationship between employee engagement and organizational performance

Diverse organizational performance outcomes that positively link with employee engagement have been proven by studies by Baumruk and Gorman (2006). Significant trends in related

studies have also shown that organizations do better than the average company when their personnel are more engaged than those of their rivals.

The three practices that develop organizational performance are generally consistently demonstrated by engaged employees. These practices include making the organization known to potential stakeholders, maintaining a strong bond with the employing organization to the point where leaving is really difficult, and employees working tirelessly to help the organization achieve its objectives (Baumruk and Gorman, 2006). Contrarily, disengaged workers consistently make an effort to provide degenerative services that are focused on immaterial services, are settling-occupied and not necessarily committed to breaking through, and are overtaken by uncertainties to the point of making a loud departure.

Gallup, a well-known consulting firm for engagement surveys, demonstrated in 2005 that there is a strong correlation between employee engagement and nine key performance outcomes, including financial performance and profitability, customer loyalty, productivity, turnover, safety incidents, absenteeism, shrinkages, and quality. Another crucial element of employee retention is introduced by Harter et al. (2009), who also support the claim that highly engaged employees are twice as likely to be top performers as average employees.

According to TaleoResearch's (2009) study, when employees are highly engaged, firms enjoy a 26 percent increase in revenue per employee. According to additional research, companies with highly engaged workers had 13% higher overall shareholder returns. According to additional research by Harter et al. (2002), companies with the highest employee engagement levels shown up to a four percentage point increase in profitability.

Employees who are engaged at work are more likely to be stable, productive, and innovative, as well as produce work of the highest caliber and to the best of their abilities. As opposed to this, an unmotivated person is more likely to put minimal effort into their work, avoid it as much as possible, leave the company as soon as they get a better opportunity, and create low-quality work (Purcell, et al. 2003).

2.7 Theoretical Framework

2.7.1 Motivation Theories, Human development theory

According to a study by Singh (2016), Maslow's Hierarchy of Needs, which was developed in 1954, used five categories of human needs to explain motivation. These include the need for self-actualization, physiological needs, safety needs, belongingness needs, and esteem

requirements. Physiological and safety demands are extrinsic characteristics, whereas internal aspects are those of belongingness, esteem, self-actualization, development, and education. Singh (2016) claims that by providing opportunities for interpersonal and social contact, autonomy, achievement, and personal growth, employers may fulfill these inner goals that help employees feel engaged.

In a similar vein, Timoti (2020) hinted that employees are motivated to succeed by their engagement at work, which is intrinsically tied to desire and ambition. In addition, researchers have found that employees have both intrinsic and extrinsic impulses. Both extrinsic and intrinsic motivation are factors that affect how well employees perform at work; extrinsic motivation, on the other hand, is provided by external factors like a positive work environment, engaging activities, and a salary (PUTRA et al., 2017).

Few studies have been conducted to look into the relationship between employee engagement and performance in the agriculture sector, and this is true in particular of the administration department. The relationship between employee engagement and performance is mediated by it (Sonnenntag, 2003).

2.7.2 Goal theory

Robert created the goal theory, commonly referred to as the road goal leadership effective, in 1996. According to the hypothesis, a leader's actions can affect his subordinates' performance, employee engagement, and contentment. The behavior of the leader should be in line with the employees' talents, and any shortcomings should be made up for.

The manager's job is to provide employees with advice and direction so they can pick the best paths to both their own goals and the general corporate objectives.

House (1997) asserts that a leader's responsibility is to support staff in achieving goals, to provide a sense of direction and purpose, and to help guarantee that those goals are aligned with corporate objectives. According to this view, leaders must engage in a variety of leadership behaviors because they are very flexible and can alter their approach depending on the situation. Subordinates will accept a leader's behavior if it is perceived as a source of motivation and satisfaction for the team, and if that motivation and satisfaction are linked to success. The leader can be trusted to keep an eye on, coach, and recognize good performance.

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-What is the relevance of the theory to the study

The directive path goal theory refers to situations where the leader requires followers to know how to do their assigned responsibilities and to understand what is expected of them. The original goal theory establishes directive, achievement focused as well as caring leader behaviors. In the context of this theory, behavior has the most positive impact, according to Peter (1997), when the subordinates' responsibilities are inherently rewarding and ambiguous. On the other hand, achievement-oriented leadership refers to circumstances in which the leader sets ambitious goals and expects the followers to achieve them to the fullest extent possible. In these circumstances, the followers must demonstrate confidence in their capacity to live up to the expectations.

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2.8 Empirical Review

According to earlier research, employee engagement enhances organizational effectiveness. Towers-Perrin (2003) discovered, in particular, that employees show a higher attitude toward customer satisfaction as involvement increases. Towers-Perrin (2003) also discovered that engagement decreased production costs and enhanced revenue growth.

In a research published in 2011, Sundaray explored the impact of employee engagement on the success of a business in Kenya's horticultural industry. Correlation analysis results revealed that worker involvement is statistically significant. According to the study's findings, employee engagement has a significant role in determining an organization's effectiveness in Kenya's horticultural industry.

In another study, Shashi (2011) looked at the elements that affect and shape employee engagement within the context of the business, as well as the effects of employee engagement on organizational performance in a Gauteng insurance brokerage company. Low involvement had an impact on employees' levels of commitment and motivation, the study found. Low levels of employee engagement were a result of poor work design, inadequate communication, management style, involvement, and recognition-based incentives.

Employee involvement was examined in a 2002 study by Schaufeli et al. as a key to unlocking organizational performance in a Zimbabwean public sector company. The results showed low levels of employee engagement, which led to many employees performing below-averagely. Although efforts were made to boost employee enthusiasm and the working environment, the results were still lacking. Although the business had a number of enduring issues that were well

beyond what engagement could fix, this did not necessarily overshadow engagement's ability to encourage productive employee behaviors that have a beneficial impact on labor efficiency and production.

Additionally, according to the majority of experts, employee involvement enhances a person's motivation for their work (Jen et al., 2004). According to (Bradley, 2004), the majority of studies agree that there is a clear link between employee engagement and performance, and that engaged individuals will produce more effectively.

Additionally, because they are content and productively high performers, engaged employees work more than other employees do (Bradley, 2004). Employees who are motivated and content will perform their jobs to the best of their abilities rather than just performing them out of obligation (Ryan and Deci, 2000).

Deci (1971) highlighted that employees who are happy with their jobs and find them intriguing will like them and be more likely to choose to provide high-quality work. Additionally, an employee that is motivated by fulfilling job will be valued higher than an unmotivated person (Akerlof and Kranton, 2005). Both the firm and its employees will gain from motivated staff. Employees will give more of themselves to their jobs and will perform to the best of their abilities (Jen, et al. 2004). Additionally, when businesses and enterprises see constant growth and increased output from their staff, the motivated workers earn rewards (Chadwick, et al. 2004).

Furthermore, giving employees more responsibilities can help them feel more engaged with the company, which encourages them to use their skills more effectively. According to Khodov (2003), employees who are given more responsibilities and work hard to complete the tasks they have been given feel more a part of the business. Employees are therefore more likely to be steady, productive, and innovative and to do work of the highest caliber and to the best of their abilities when they feel inspired to do so.

2.9 Gap analysis

Employee engagement is a worldwide problem, but Zimbabwean literature in particular has received little attention. Popular research on employee engagement and organizational success were carried out in industrialized nations, with Africa receiving less attention. Another thing to keep in mind is that a number of previous studies weren't specifically limited to government institutions because the majority of them explored the phenomenon in private organizations

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and put more of an emphasis on large organizations in big cities while ignoring small organizations in small towns. Therefore, using the Tobacco Industry and Marketing Board as a case study, this study evaluates the effect of employee engagement on organizational performance in government institutions in order to close this research gap.

2.10 Chapter Summary

The theoretical and conceptual underpinnings of the idea of employee engagement were addressed in this chapter. The literature study also highlighted research gaps, factors impacting employee engagement, empirical investigations, and the connection between employee engagement and organizational performance. The procedure for collecting and analyzing data is explained in the following chapter.

CHAPTER 3

RESEARCH METHODOLOGY

3.1 Introduction

The procedures employed for the study are described in this chapter. The study area description, the research design, the sampling techniques, the data collection tools, the data collection procedures, the data analysis, the data presentation, and the chapter summary are highlighted.

3.2 Research Philosophy

This study employed a philosophy of mixed methodologies. According to Creswell (2003), the mixed methods approach emphasizes combining quantitative and qualitative data in a single study or series of studies. The fundamental benefit of employing a mixed methods approach is that it makes it possible to comprehend the study problem better, something that is impossible to do when only a qualitative or quantitative technique is utilized. In order to gain a deeper grasp of the research issue, the researcher chose to use a mixed methods technique to uncover the experiences, sentiments, and opinions of the employees.

Additionally, this mixed research philosophy was used as the overall research model in this study because the approach was appropriate for exploratory studies, the main goal of which was to find pertinent concepts, perceptions, and methods for determining how employee engagement affects organizational performance. By handling a wide variety of evidence, including documents, interviews, observations, and the like, this research strategy eliminates the prejudice brought on by using just one type of evidence (Kothari 2004).

3.3 Research design

A general plan for conducting research is called a research design, according to Chamwali (2006). Study design, according to Frank and Nachimias (1996), is the arrangement of parameters for data collection and analysis with the intention of balancing method economy with relevance to the study goal. As a result, the case study approach was used for this study's research design, with the TIMB serving as the study's case. This design was chosen due to its adaptability in terms of data collection and processing.

In addition, TIMB employees were the focus of a case study on the relationship between organizational performance and employee engagement. The descriptive and thematic analysis were used. The descriptive method described the fundamental characteristics of the data under

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examination in terms of frequencies and percentages using methods that have been scientifically established. On the other hand, thematic analysis significantly leaned on secondary material to deliver the necessary qualitative analysis mostly through documentary analysis. Focus group talks, interviews, and the use of questionnaires were specifically used for observations relating to organizational performance. Inferential statistics, including correlation and regression analysis, were utilized in this study to explore the relationship between the study's variables.

3.4 Sampling

3.4.1 Stratified Random Sampling

A representative sample is typically obtained using the stratified sampling technique. The population is separated into a number of subpopulations that are each more homogeneous than the entire population (the distinct subpopulations are referred to as "strata"), and then items are chosen from each stratum to form a sample under stratified sampling (Kothari 2004). We can obtain more accurate estimates for each stratum since they are more homogeneous than the entire population, and by more precisely estimating each of the component parts, we obtain a better estimate of the whole.

The population consisted of 184 employees drawn from three different categories and was composed of 56 participants in the sample. The researcher used stratified random sampling procedures to choose the sample of respondents. Three employee categories—junior workers, middle managers, and senior managers were randomly chosen. Kothari (2004) asserts that stratified sampling yields more trustworthy results and that the researcher suggested it since it produced results that were impartial.

3.4.1.1 Advantages of random sampling

- It offers each potential sample combination an equal chance of being selected; all decisions are made

independently of one another.

- It gives each element in the population an equal chance of being included in the sample.

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3.4.1.2 Disadvantage

• It is challenging to get or comprehend all the information since certain respondents who have more information are excluded from the sample due to the mathematical technique employed to choose the sample.

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3.4.2 Sampling design

(Malhotra, 1999) states that there are five main steps in sample design: defining the population, establishing the sampling framework, choosing the sampling method, figuring out the sample size, and carrying out the sampling procedure. The 184 TIMB employees working at TIMB HQ were the subject of this study.

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The framework for the study, which was done across all operational regions, was made up of records from the human resources department that show the offices to which the employees are assigned. Three employee categories; junior workers, middle managers, and senior managers were chosen at random. In each of the operational zones, 30% of each group was chosen using stratified sampling according to population size. The proportionate stratification element that led to the choice of this size was to guarantee that each group is fairly represented. There are a lot of junior employees, a few fewer middle managers, and hardly any senior employees. In line with logic, 56 employees were chosen at random, with a proportional representation of each category being chosen.

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Table 3.1: Target population

Category	Total population	Sample size (30%)
Senior management	19	6
Middle management	33	10
Junior staff	132	40
Total	184	56

Source: Case study results, 2023

3.4.3 Sample size

The type of analysis, available funds, time constraints, and sample population were only a few of the factors taken into account while determining the sample size. A sample size of 56 employees was chosen after using the sampling procedure that was most appropriate. A sample size of 56 was obtained using the survey software after feeding in the 184 study participants with a 95% confidence level and a 9.7 confidence interval.

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Which software did you use to get the confidence level

3.5. Data collection

The research instruments and data collection techniques portions make up the data collection section.

3.5.1 Research instruments

The participants in the study completed a standardized questionnaire. It was divided into three sections: variables affecting employee engagement; questions pertaining to organizational performance; and obstacles affecting employee engagement. A five-point Likert scale with the options highly agree, very much agree, neither agree nor disagree, very much disagree, and extremely disagree was used to collect responses.

3.5.2 Data collection techniques

3.5.2.1 Questionnaire

Participants were first contacted by coordinators, who served as the point people for data collection, via email. Employees gave explanations for the questionnaire in part via email and ensuing phone discussions, during which it was generally agreed to let them stay anonymous but give script codes. The participants gave themselves a voluntary 10-day window in which to answer to the questionnaire and provide feedback.

For this study, the prepared questionnaire or the arranged interview served as the major source of data. In order to assess or handle a proposed questionnaire with questions, a 5-point Likert scale was used, with the options being (a) Strongly Disagree, (b) Disagree, (c) Neutral, (d) Agree, and (e) Strongly Agree. The researcher worked with the TIMB to make random selections of junior, middle, and senior employees. The questionnaire was designed primarily to gather information about how engagement affects organizational performance.

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The fact that questionnaires are less expensive to conduct is one of its benefits. A guarantee of participant or responder anonymity encouraged more sincere responses. Due to participants accurately answering the same questions, questionnaires also decreased the level of bias, improving the dependability of the data.

However, there were several drawbacks to questionnaires. One of the drawbacks was the lengthy data collection process, which reduced the response rate. Another drawback was that there was a higher likelihood of question misinterpretations. The researcher followed up with the participants to increase the response rate as one of the measures adopted to minimize some of the constraints. The researcher used straightforward language. The researcher made sure that

the questionnaire was pre-tested through a pilot study in order to improve the validity and reliability of the results.

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3.5.2.2 In-depth Interviews

Four characteristics define in-depth interviews: they are conducted one-on-one, allowing for probing, allowing the researcher to concentrate on the content of the responses provided by the interviewee, using open-ended questions to ensure detailed responses, and using inductive probing, which involves using questions based on the interviewee's response and makes the interview feel more like a conversation (Guest et al. 2013). For the purpose of gathering information for the study, all four of the aforementioned characteristics of in-depth interviews were used.

The researcher chose this as one of the approaches for gathering data since it allows one to interrogate individuals and produce a deeper grasp of the subject under study. Using the participants' responses as a guide, the researcher tailored her questions. Interviewees can provide meaning to their experiences through in-depth discussions (Guest et al. 2013). The participants spoke to the researcher about their own experiences as they understood them.

Additionally, a qualitative interview is a conversation between the interviewer and the respondent during which the interviewer has a general plan of inquiry that includes the themes to be covered but does not have a predetermined list of questions that must be posed in a specific manner or sequence (Babbie 2011). In order to make sure the subject was well covered, the researcher created questions that were used as a guideline. While adhering to the conversation's natural flow, the researcher managed to steer the discussion toward answering the research questions.

Face-to-face interviews were held during the process. Face-to-face interviews allow for the best possible communication because the researcher may observe both verbal and non-verbal cues (Alasuutari, Bickman, & Brannen 2008). For improved comprehension, it enables the researcher to connect verbal and nonverbal communication. We also utilized guiding questions in focus group talks.

As all participants in the study had passed O' Level English, the researcher conducted interviews with TIMB members in English. The participants gave their permission for the interviews to be audio recorded. All of the interviews were conducted by the researcher herself.

Since the sample size was small, it was manageable, accurate and consistent data collection, and the researcher being fluent in English did not require an interpreter.

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3.6 Sources of data

3.6.1 Primary data

The researcher drew her information from TIMB's original sources. Respondents completed self-administered, semi-structured questionnaires. The researcher described above also used data that was produced from the interviews mentioned above as another source.

3.6.2 Secondary Sources

Secondary data that was both inside and external to the organization was used by the researcher. Internal sources included grievance and disciplinary records, while external sources included online resources, employee engagement textbooks, and numerous journals from various academic institutions.

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3.7 Validity and Reliability

A pilot test was carried out as a way to improve the questionnaire's validity and reliability. Additionally, this exam was able to determine whether the participants would have no trouble answering the questions. Additionally, the use of various techniques and sources for data collection improved the authenticity and dependability of the information. According to Heale and Twycross (2015), reliability is the degree of stability of a measurement of research instruments. According to Hart (2008), the degree to which a test processes the suitability with which conclusions can be drawn from the testing of results is known as validity. The questionnaire's reliability is determined by its capacity to measure the intended outcomes, according to the study.

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3.8 Data Analysis

The responses of the participants were coded and analyzed using SPSS 16.0 and excel after the data had been edited. Frequency percentages indicating respondents' perspectives on employee engagement and organizational performance were established through data interpretation. The association between employee engagement and organizational performance as well as the strength of the relationships between the variables were examined by correlational analysis.

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3.9 Chapter summary

The research techniques employed in the study were provided in the chapter. The chapter examined the research area's description before moving on to the methods for gathering data,

which included sampling techniques. The framework for data analysis was also covered in this chapter.

CHAPTER 4

DATA PRESENTATION, ANALYSIS AND DISCUSSION

4.1 Introduction

The research approach for the study was the main topic of the previous chapter. The findings and outcomes of the investigation are presented in this chapter. To address the questions posed by this study, the findings from the data analysis are presented. This section advances a discussion of the results.

4.2 Response rate

The researcher distributed a total of 56 questionnaires to TIMB staff members. The response rate, as defined by Kothari (2014), is the percentage of respondents who opted to take part in the study compared to the total respondents. The percentage of respondents who successfully completed the survey is generally shown as the response rate. The questionnaires were therefore distributed in hard copy, and a total of 56 of them were returned and deemed appropriate for investigation. There was a unanimous response to this. In that case, a summary of the study's overall response rate is provided in figure 3.

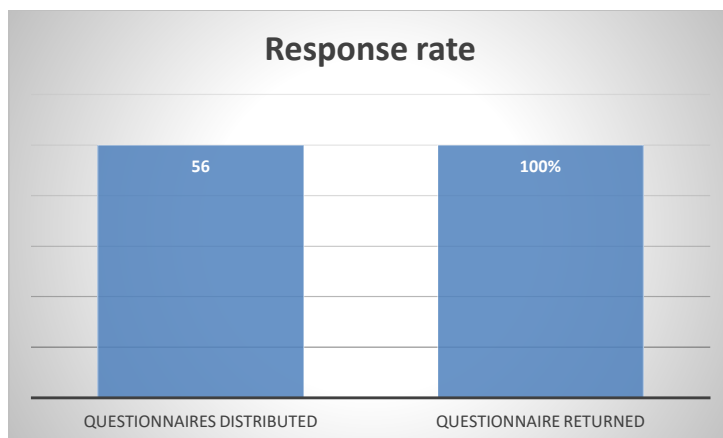


Figure 4.1: Questionnaire response rate
Source: Case study, 2023

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Figure 3 shows that all of the necessary questionnaires were submitted and used for data analysis in full. These conclusions are supported by Yin's (2016) study, which states that a response rate must decline from 50% and above to be considered acceptable. This shows that the response rate was high and that the data collected accurately reflected the thoughts and opinions of the staff members about employee engagement.

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4.3 Demographics

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The demographic characteristics of the respondents are as follows:

4.3.1 Gender distribution

The participants' gender distribution in the TIMB is shown in fig. 4 below;

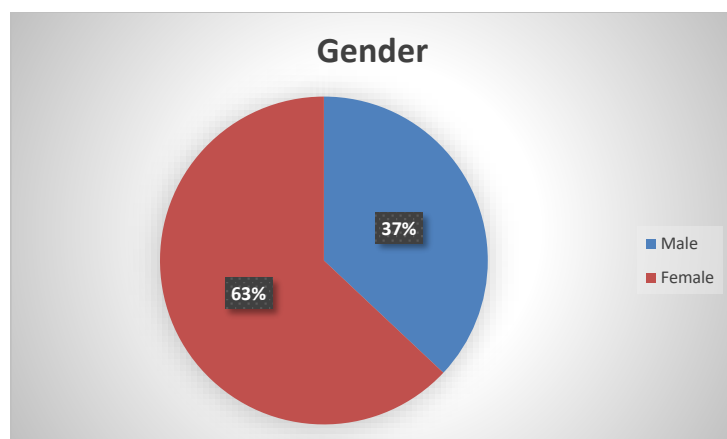


Figure 4.2: Gender distribution

Source: Case study results, 2023

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Figure 4 shows that both male and female employees participated in this survey as responders. However, the study's findings showed that there were 35 (65%) more women than men n=21 (35%). Due to the nature of their company, TIMB employs more women than men, which may serve as an example of this. The findings are in line with a research by Mugomba (2016), who found that most agricultural organizations employ considerably more women than men. Accordingly, the researcher might draw the conclusion that women work in TIMB departments like accounting, procurement, and human capital.

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4.3.2 Level of education

The respondents at TIMB level of education is shown in fig. 5,

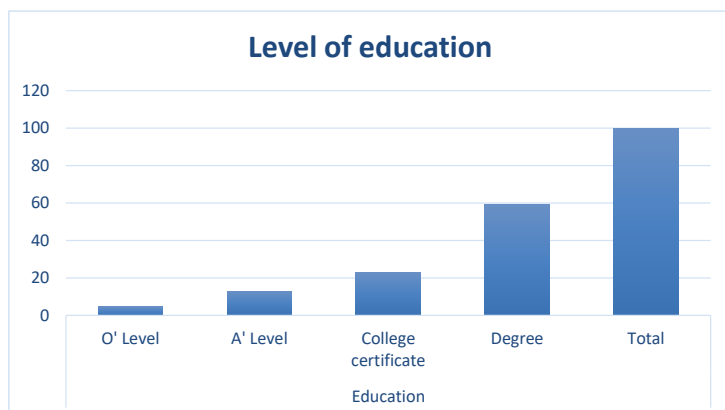


Figure 4.3: Level of education

Source: Case study results, 2023

Referring to figure 5, the majority of respondents (n=33, or 59%) had a degree certificate, followed by those who held college diplomas (n=13, or 23%), A' Level certificates (n=7, or 13%), and O' level certificates (n=3, or 5%), in that order. The results show that TIMB is managed by highly experienced personnel who can inspire the company to accomplish its goals. The findings support Mutema's (2017) research, which revealed that most Zimbabweans had some kind of formal schooling.

4.3.3 Age group

Table 4.1 Age group results

Variable	Categories	Frequency	Percent
Age	Below 35 years	27	48
	36 to 45 years	19	34
	46 to 55 years	7	13
	Over 56 years	3	5
Total		56	100

Source: Case study results, 2023

According to the study's findings, which are shown in Table 2, the majority of respondents, n=27, were under the age of 35 (48%) followed by the age group of 36 to 45 years, which has 19 respondents (34%), the age group of 45 to 55 years, which has 7 employees (13%) and the least is the age group of over 56 years, which has 3 respondents (5%). The aforementioned findings show that the youthful workforce at TIMB is tasked with promoting the strategic objectives of the tobacco marketing sector. The results support Saizin's (2019) assertion that youth make up the majority of the workforce in the agriculture sector, allowing for flexibility

and quick responses to newly introduced technologies in businesses since this age group is psychologically prepared to do so.

4.3.4 Division/Department of respondents

Table 4.2: Department of respondents

Variable	Categories	Frequency	Percent
Division	Human Capital	5	9
	Procurement	12	21
	Accounting	6	11
	Operations	19	34
	Agronomy	14	25
Total		56	100

Source: Case study results, 2023.

Referring to table 3, the operations division or department had 19 (34%) personnel, with a minimum of 5 (9%) employees working in human capital. This might be explained by the fact that the organization's headquarters needs additional people in procurement due to centralized difficulties. The findings support Zain's (2017) assertion that organizations frequently centralize some functions, which leads in some departments having more employees than others.

4.3.5 Employee status

According to employee status, junior staff has the most employees (n=40, or 71%), middle management has the most employees (n=10, or 18%), and senior management has the fewest people (n=6, or 11%). It's possible that the organization is staffed with young people who are still learning their craft, which explains why there are more junior employees there.

Table 4.3: Employee status results

Variable	Categories	Frequency	Percent
Employee status	Senior Management	6	11
	Middle Management	10	18
	Junior staff	40	71
Total		56	100

Source: Case study results, 2023

The findings in Table 4 agree with those by Reisut (2013) who found that businesses frequently hire more junior employees in an effort to reduce their expenditures on pay, benefits, and packages.

4.4 Presentation research findings

4.4.1 Key factors that influence employee engagement

The study sought to identify important variables that affect TIMB employee engagement. The results of the Likert scale analysis at levels 1 through 5 focused on a number of variables affecting employee engagement at the Tobacco Industry and Marketing Board.

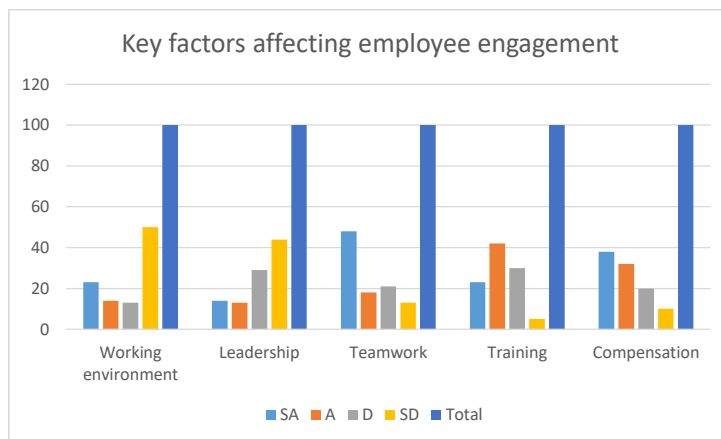


Figure 4.4: Key factors affecting employee engagement

Source: Case study results, 2023

Figure 5's results demonstrate that 14% and 23% of respondents, respectively, agree and strongly agree that their current work environment motivates them to perform. This indicates that the majority of respondents do not agree with the claim that the workplace has a beneficial impact on employee engagement when compared to those who claim that their current work environment makes them less motivated to succeed (63% combined).

Additionally, a lack of flexible rules within the organization may be the cause of the respondents' perception that their working environment does not support improved performance. The results support the contention made by Robinson et al. (2004) that an organization with a flexible work-life policy is likely to have a favorable and significant impact on employee engagement.

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"The current working climate is challenging since we put in more hours, especially during the peak of the tobacco marketing season. The high management does not even provide us with breaks or incentives, so those extra hours go unnoticed. Additionally, during tobacco season, we are not provided with face masks at work and this affects our ability to breathe."

In terms of leadership, the study examined the organizational leadership style and whether employee involvement in decision-making was taken into account in TIMB. The findings reveal that 73% of respondents disagree with the claim that leadership style influences employee engagement, as opposed to the 27% who do.

This implies that the leaders of the organization make decisions and then delegate them to the lower-level employees because the majority of the workforce does not actively participate in organizational decision-making. Due to the leadership style being used, this may cause people to feel unworthy in the organization, which prevents them from being aligned to accomplish their jobs. According to a 2008 study by Gonrig et al., authentic and compassionate management may have an impact on the group's employee engagement by raising their attachment to, enjoyment of, and eagerness for work.

Employees were asked about teamwork and whether it motivates them to work harder at their jobs. According to the results shown in the graph above, 66% of respondents who work for TIMB agree that working as a team enables them to exchange ideas and help with tasks, which in turn increases employee engagement and results in higher performance. Only 34% of respondents disagreed with the assertion. This indicates that the company effectively harnesses teamwork to increase employee engagement. According to Fredrick Hertz's hygiene hypothesis, published in 1959, teamwork in an organization inspires employees.

'Working as a team is incredibly engaging because we share ideas,' one participant remarked. So, in order for me to realize my full potential, teamwork is essential."

According to the study, which is shown in figure 4, 65% of respondents who work for TIMB overall agree that the training they received from the company influenced their engagement to perform. However, 5% and 30% of people strongly disagree with the statement. This indicates that one of the strategies the company is currently employing to engage its workforce is training.

When employees participate in training and knowledge development programs, their confidence is likely to increase, which will inspire them to become more involved in their job

tasks. This scenario might be used to explain how training affects employee engagement. According to Saks (2008), giving employees in the organization the opportunity to grow will have the same effect as satisfying them.

One participant who was interviewed said:

“I have a strong sense of loyalty to the company since it has allowed me to shape my career. I am willing to put everything I have into helping the firm advance because I will gain more from it when it follows that trajectory. Training has an impact that cannot be disregarded. Over the past few years, I have advanced due to on-the-job training.”

Last but not least, the study's findings on pay showed that, compared to the 30% of respondents who are completely in disagreement, 70% of respondents overall agree that the compensation provided by TIMB influences their engagement to perform better in the business by providing fringe benefits. This indicates that the company concurs with a previous finding by Doellgast (2006) that one strategy for influencing employee engagement is through remuneration provision.

4.5 Relationship between employee engagement and organizational performance

The findings of the regression on the correlation between organizational performance and employee engagement are shown in Table 5.

Table 4.4: Regression analysis results

Variable	ORGP	
	<i>p-value</i>	<i>b*</i>
ENGT	0.000	0.438
Model statistics	F=111.53;p<0.05 R ² =0.209	

Source: SPSS results 2023

Employee engagement explained 20.9 percent of the variance in organizational performance, according to the regression analysis results in Table 5 (R² = 0.209). Employee engagement was also found to have a significant and positive impact on organizational performance ($b^* = 0.438$; $p < 0.05$) and to explain a large percentage of the variance in the dependent variable organizational performance ($F = 111.53$; $p < 0.05$).

In this study, organizational performance was assessed by gathering opinions on perceptions of the organization's goals, such as features of a good or service that meet customer needs. The

findings revealed that performance was significantly and favorably impacted by employee involvement.

According to this finding, organizational performance is anticipated to rise by 20.9%, *ceteris paribus*, as worker engagement increases. Similar findings from earlier investigations (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 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."

The researcher observed that the participant was expressing a positive relationship between engagement and organizational performance, as an increase in worker engagement caused by organizational values aligning with worker principles causes him to be engaged and perform better, as evidenced by the respondent's ability to complete tasks within deadline.

4.6 Challenges that associated with employee engagement.

The diagram below depicts the difficulties involved with employee engagement.

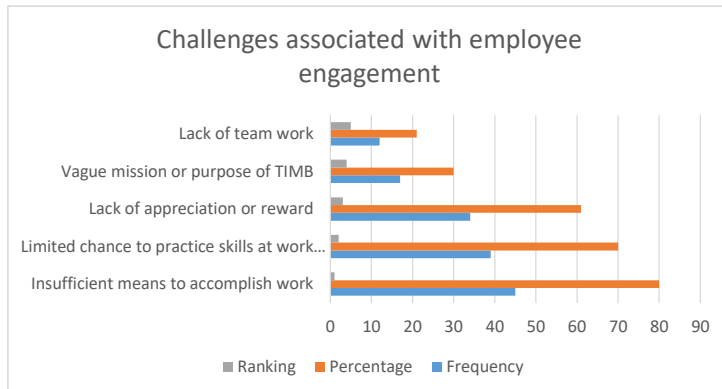


Figure 4.5: Challenges to employee engagement
Source: Case study results, 2023

4.6.1 Insufficient means to accomplish work

The majority of respondents 45 (80%) in figure 7 stated that having few resources made it difficult to fulfill given activities and may result in low quality, which was damaging to organizational objectives. Employees also stated that, in some circumstances, they will find the work dull due to working with insufficient resources; such cases have an impact on their alignment to the job they are supposed to execute.

Throughout the interviews, the researcher overheard participants expressing, "we are given few tools and told to meet targets without fail." According to the researcher, the participants described this aspect of their work as difficult because targets had to be met with minimal resources. The research findings are consistent with those of Sice (2020), who indicated in his study that inability to provide workers with adequate equipment caused 30% of Indian firms' output to fall by 20% annually.

4.6.2 Limited chance to practice skills at work place

Employees also cited having little opportunity to practice skills at work as a problem that was impacting their commitment to the company. 39 (70%) of the respondents agreed that this problem prevented them from reaching their full professional potential. The organization's training procedures were criticised as not being sufficient to allow employees to put their skills to use. Employees consequently felt unappreciated. According to Saks (2006), when given less opportunity to practice organizational skills, unhappy and disengaged employees are less committed to achieving company success and demonstrate a low level of devotion.

4.6.3 Lack of appreciation or reward

According to the poll, 34 respondents, or 61%, believe that there is not enough recognition or reward within the organization. They believe that supervisors do not value the work that their staff members do. The analysis also showed that the organization lacked an appraisal policy. A lack of these systems makes employees feel undervalued by the company because their efforts are not recognized through rewards. The results support Watson's (2008) assertion that employees are more likely to be ineffective when they are not recognized by the company, which raises operating costs and reduces profit margins.

4.6.4 Vague mission or purpose

According to the study, 17 workers, or 30% of the workforce, agree that it was difficult to keep people engaged when their mission or purpose was unclear. The employee admitted that their everyday decisions about the company's and their careers were complicated by a lack of clarity in the mission. Because of this uncertainty, employees were unable to decide whether to focus their efforts on the firm or on personal growth. Welbourne (2007) claimed that individuals operate at a low level and are much less dedicated to going above and beyond to achieve corporate success when they are presented with an unclear goal statement.

4.6.5 Lack of team work

Teamwork was the issue that had the least of the obstacles affecting employee engagement, according to 12 (21%) of the respondents. Employees believed that a lack of teamwork resulted in subpar goods and services. In essence, teamwork encourages advancement at work because it fosters a feeling of unity, which in turn encourages excellence in providing high-quality services. The results are consistent with those by Rizwan (2010), who found that teamwork is a critical component of employee work engagement and that its absence seriously lowers staff morale.

4.7 Measures/strategies for improving employee engagement

The respondents suggested a number of actions that could help TIMB increase employee engagement. The four top recommendations made by TIMB employees when asked what should be done to increase engagement were as follows:

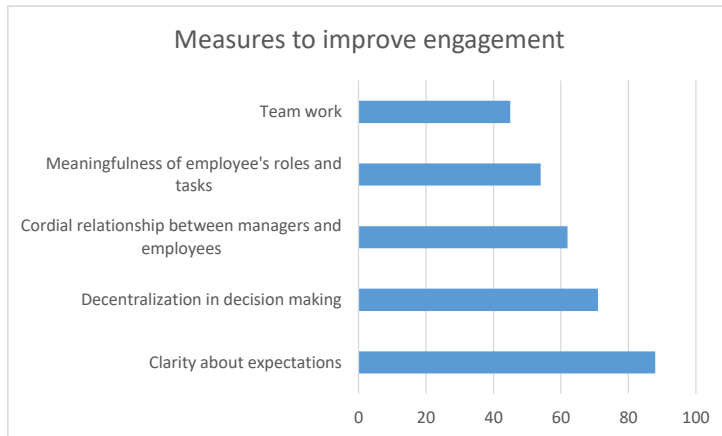


Figure 2: Measures to improve engagement

Source: Case study results, 2023

4.7.1 Clarity about expectations

The majority of the 49 employees (88%) rated the organization depicted in figure 8's organization as clear about expectations for their activities. They assert that the processes in the governing organization's policies and procedures communicate these expectations. Their comments demonstrated the excitement, interest, optimism, and happiness they had gained from carrying out the tasks and responsibilities they had been given. It was suggested that leaders could accomplish that by creating clear objectives and chances for career progression. This supports Samuel's (2010) prior observation that setting explicit expectations can significantly enhance individual performance.

4.7.2 Decentralization in decision making

Another reform proposed by 40 (71%) responders was decentralization of decision-making. The workers thought that their freedom and autonomy in making decisions may also increase employee engagement. Though their participation in decision-making will enhance choices that affect their predicament, they implicitly seek control. Here, having a voice in deciding how to set milestones and goals is seen as being crucial. In accordance with this conclusion, Manzoor (2011) illustrated how an employee's capacity for decision-making is one of the motivating elements for performance.

4.7.3 Cordial relationship between managers and employees

35 (62% of the workforce) employees thought it was important for managers and workers to get along. They believe that if management fulfills its responsibilities effectively by giving acknowledgement, rewards, incentives, feedback, and communication, employee engagement may increase. They assert that how management treats its employees has a big impact on performance. These results are in line with earlier research by Willmot (2007), who claimed that harmony between top management and bottom management is necessary for everyone to focus their efforts in the same direction and achieve higher performance.

4.7.4 Meaningfulness of work

Thirty (54%) of the respondents recommended using the meaningfulness of their work as a gauge for employee engagement. It was suggested that leaders could do this through creating meaningful employment and opportunity for career progression. In addition to equitable treatment, they desired meaningful employment, which is achieved through organization acknowledgement of efforts. These results support Kathleen's prior findings from 2004 that in order to enhance performance, a person must be motivated to work on tasks that are important to them.

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4.7.5 Team work

Teamwork was the option for improving employee engagement that was least likely to be implemented, with 25 (45%) of respondents suggesting it. Their message was that management must work to ensure that there are acceptable levels of trust and collaboration when they are assembled in order to achieve common objectives and interests. This is consistent with Fredrick Hertz's hygiene thesis (1959), which holds that teamwork at work inspires employees.

4.8 Chapter summary

The findings and outcomes from the study are reported in this chapter. Data analysis findings were presented in order to address the study's open-ended questions. This part discussed the results that had been presented. The study's results and recommendations are presented in the last chapter.

CHAPTER 5

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

The findings of the study for the previous four chapters are summarized in this chapter. Additionally, this chapter offers conclusions, suggestions for the study, managerial implications, and potential areas for additional research.

5.2 Summary of Major Findings

5.2.1 Demographic characteristics

The study found that women made up the majority of respondents who worked at TIMB, while men made up a very minor percentage. The vast majority of the workers at TIMB held a degree. Additionally, people under the age of 35 made up the majority of the organization's staff. The procurement department employed the majority of the workforce. Last but not least, junior staff had more workers than middle and senior management combined.

5.2.2 Key factors

The study found that the majority of TIMB employees concur that working as a team is the primary element motivating them to come to work. The study found that employee engagement is significantly influenced by training. According to the research, the majority of employees believe that remuneration is an important component in determining employee engagement. The majority of employees, according to the study, disagree that the working environment and a leader's personality are important elements in employee engagement.

5.2.3 Relationship between employee engagement and organizational performance

The results showed that there is a direct, significant, and positive association between employee engagement and the organizational performance of TIMB staff and that employee engagement motivates employees to complete extra duties for improved performance. This is demonstrated by the Regression analysis of 0.209, which demonstrates a favorable correlation between organizational effectiveness at public organizations and employee engagement.

5.2.4 Challenges associated with employee engagement

According to the report, providing workers with insufficient resources to complete their work is the main barrier to employee engagement. Employees identified a second obstacle preventing TIMB from successfully achieving employee engagement as the limited opportunity to develop skills at work. Lack of recognition or reward was cited by survey participants as a difficulty.

Undefined mission or purpose was cited as a problem that prevented effectiveness with staff engagement. The lack of a team within the organization was the easiest challenge.

5.2.5 Measures/strategies for improving employee engagement

The research study found that having expectations that are clear can help TIMB increase employee engagement. Another suggestion made by respondents to boost employee engagement was to decentralize decision-making. Third, a friendly working relationship between managers and staff was suggested as a means of increasing employee engagement. Employees in the study went on to say that meaningful work can help to increase employee engagement. Teamwork was the least important factor mentioned by respondents, however the study found that it helps TIMB harness employee involvement.

5.3 Conclusions

The main objectives of this study were to identify the critical variables that affect employee engagement, examine the link between employee engagement and organizational performance, identify the difficulties that surround employee engagement, and propose potential solutions/strategies for raising it.

The study found that employee engagement is influenced by compensation, training, teamwork, and salary. The organization should concentrate on preserving these elements since they boost employee engagement, which raises organizational performance. It is also possible to draw the conclusion that the leadership style and working environment are not the main variables influencing employee engagement.

Additionally, the study finds a strong correlation between organizational effectiveness and employee engagement. The survey also identified barriers to employee engagement, such as inadequate tools for the job, little opportunities for skill practice there, a lack of recognition or reward, an unclear mission or purpose, and a lack of teamwork.

Finally, the study's respondents suggested several actions that may be taken to boost employee engagement. These include collaboration, clear communication of expectations, decentralized decision-making, friendly interactions between management and staff, and fulfilling work.

5.4 Recommendations

The following suggestions are offered in order to enhance employee engagement and organizational performance based on the study.

- To reflect employee preferences, management should alter the regulations governing employee participation. Therefore, the researcher advises that before utilizing a certain instrument, the company should conduct research.
- The company should think about educating and educating its employees more to provide them the skills they need to perform better.
- It is also advised that the employees be informed of the procedures that must be followed if they want, for instance, a wage increase.
- The total reward approach should be handled with care to match current compensation. Management should consistently promote their staff members and manage the business of the company fairly.

As a result, the study's findings, conclusions, and recommendations could have a significant positive impact on the organization where it was conducted. The recommendations should be weighed against the potential impact they could have on improving both individual and organizational performance as well as the working relationship between an employee and his supervisor.

5.6 Areas for further research

Since study was restricted to the TIMB Harare headquarters, other research can be conducted in public institutions or in various sectors.

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APPENDICES

APPENDIX 1: Cover letter

Bindura University of Science Education
Private Bag 1020,
Bindura

2 September 2022

Tobacco Research Board
PO Box 1909
Airport Ring Road
Harare

Dear Sir

REF: REQUEST FOR PERMISSION TO CARRY OUT A RESEARCH AT YOUR ORGANISATION.

I am a student currently studying a Bachelor of commerce Honours degree in Human Capital Management at Bindura University of Science Education (BUSE). In partial fulfilment of the programme, it is a requirement of the university that all students on attachment must carry out research project. I am therefore, seeking permission to carry out a research at your organization, with a topic that reads: An Assessment on the impact of employee engagement on organizational performance: A case of Tobacco Industry and Marketing Board.

Your reply and assistance will be greatly fore thanked.

Yours Sincerely

Samuel Tapiwa Sithole

HUMAN RESOURCES ATTACHEE

APPENDIX 2: Research questionnaire

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

a. Male ☐

b. Female ☐

(ii) Age (in years)

a. 18-25 ☐

b. 26-35 ☐

c. 36-45 ☐

d. 46-59 ☐

e. 60 and over ☐

(iii) Level of education

a. Ordinary level ☐

b. Advanced level ☐

c. College certificate ☐

d. Degree ☐

e. Other (Please specify)

(iv) Duration of work with TIMB (in years)

a. less than 2 ☐

b. 3- ☐

c. 5-10 ☐

d. over 10 ☐

(v) Division/Department

a. Human Capital ☐

b. Procurement ☐

c. Accounting ☐

d. Operations ☐

e. Agronomy ☐

(vi) Employee status

a. Senior Management ☐

b. Middle Management ☐

c. Junior staff

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, (D) disagree and (SD) strongly disagree. Your responses should be based on the key provided below:

Statement	SA	A	D	SD
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				

SECTION C

Statement	YES	NO
Does employee engagement lead to a positive impact on organizational performance		

SECTION D

Statement	YES	NO
Are employees given adequate information necessary to perform tasks in the organization?		
Does management allows employees to make decisions in the organization?		
Does organization give chance to practice skills at work place		
Does the organisation appreciates or reward workers		
Is the organisation mission or purpose clear?		
Does the organisation foster team work?		

4. What other reasons do you think accounts for poor organizational performance at TIMB?

.....

5. What motivational factors do you think affect performance in the organisation?

.....

6. What role do senior management play in making sure junior staff are engaged in the organisation?

.....

7. What suggestions can you put forward to improve performance at TIMB?

.....

8. What suggestion be put to senior to make sure role they play improve worker engagement at TIMB?

.....

SECTION E

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 COOPERATION.

APPENDIX 3: Research interview guide

1. What would say are your fundamentals employee engagement factors?
2. How does training make you engaged in your area of work?
3. How does compensation make you engaged in your area of work?
4. Does the role of senior management engages/disengages you to work?
5. What kind of relationship is there between employee engagement at work and organizational performance?
6. What challenges you face in fulfilling's the organizational mandate?
7. What suggestions can you put forward to resolve these challenges?