ISSUES IN EMPLOYEE ENGAGEMENT IN LUSHOTO DISTRICT COUNCIL
ISSUES IN EMPLOYEE ENGAGEMENT IN LUSHOTO DISTRICT COUNCIL

By
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A Dissertation Submitted in Partial Fulfilment of the Requirements for the Degree of Master of Science in Procurement and Supply Chain Management of Mzumbe University

2014
CERTIFICATION

We, the undersigned, certify that we have read and hereby recommend for acceptance by the Mzumbe University, a dissertation entitled *Issues in Employee Engagement in Lushoto District Council* in partial fulfillment of the requirements for the Degree of Master of Science in Procurement and Supply Chain Management at Mzumbe University.

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DEDICATION

I dedicate this work to my husband Sylvester Fabian, my sons Mike Sylvester and Moses Sylvester, for their inspiration, love and encouragement while at Mzumbe University (Dar es Salaam School of Business) pursuing my course.
ACKNOWLEDGEMENT

A considerable number of people played various significant roles in making the production of this work a success, mentioning all of them need another chapter. I would like to express my gratitude to my Supervisor Dr Felician Barongo who devoted much of their time in scrutinizing this work, making corrections and recommendations.

The researcher also extends appreciation to the friends and colleagues at the Mzumbe University (Dar es Salaam School of Business) for their Co-operation.

However apart from these, all errors and omission if any, remain entirely and solely the responsibility of the researcher.
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<table>
<thead>
<tr>
<th>Abbreviation</th>
<th>Full Form</th>
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<tr>
<td>CIDP</td>
<td>Chartered Institute of Personnel Development</td>
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<td>EE</td>
<td>Employee Engagement</td>
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<tr>
<td>GOT</td>
<td>Tanzania Government</td>
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<tr>
<td>LGA</td>
<td>Local Government Authority</td>
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<tr>
<td>LGRP</td>
<td>Local Government Reform Programme</td>
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<tr>
<td>MPSOD</td>
<td>Model of Public Sector Organizational Dynamic</td>
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<tr>
<td>OCB</td>
<td>Organizational Citizen Behavior</td>
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<tr>
<td>PMO</td>
<td>Prime Minister Office</td>
</tr>
<tr>
<td>URT</td>
<td>United Republic of Tanzania</td>
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<tr>
<td>HR</td>
<td>Human Resource</td>
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<tr>
<td>LCD</td>
<td>Lushoto District Council</td>
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<td>APS</td>
<td>Australian Public Service</td>
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ABSTRACT

This research paper is a case study carried at Lushoto District Council. The research is about issuing in Employee Engagement in Lushoto District Council as the purpose or important to control the whole system of employee, established by the management in order to carry on the business of the Government in orderly and efficient manner, ensure adherence to management policies and completeness and accountability of employee engagement in Lushoto District Council.

Data collection methods used were open and close-ended questionnaire, structured and unstructured interview, observation and documentary review. Judgemental sampling design was employed for this study. Data collection methods used.

This report organized in five chapters in general. Chapter one introduces the background of the Lushoto District Council and its importance for statement of the problems, objective of the study, both general and specific, significance of the study, the relevant of the study.

Chapter two presented review of related Literature for expanding an understanding of the issue in employee engagement.

Chapter three covers research design and methodology. In this regard, it covers study design and methodology, sampling technique, data collection methods and how data were analyzed and presented. Chapter analyzed the findings and discussed the research questions on various issues in relation to the roles played by Lushoto District Council different actors etc from the research findings. It has been found that more than .

Lastly, but not least, chapter five come up with a conclusion and recommendations, cost schedule, time schedule, field work schedule, appendices and bibliography.
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CHAPTER ONE

INTRODUCTION AND BACKGROUND OF THE PROBLEM

1.1 Introduction

The concept of employee engagement (EE) in human resource is a relatively a new concept. Most references relate employee engagement to survey houses and consultancies. It is less taken as an academic construct. It appeared in the literatures for nearly two decades (Robinson, Et al, 2004: Ellis and Sorensen, 2007).

The concept emanates from two concepts that have won academic recognition and have been the subjects of empirical research-Commitment and Organizational Citizen Behavior (OCB) (Robinson, et al 2004: Marr, 2006). In many cases, employee engagement has similarities to and overlaps with the above two concepts. Robinson, et al (2004) state that neither commitment nor OCB reflect sufficiently two aspects of engagement-its two-way nature, and the extent to which engaged employees are expected to have an element of business awareness, even though it appears that engagement overlaps with the two concepts.

Marr, (2006) also distinguish employee engagement and the two prior concepts Commitment and OCB; on the ground that engagement clearly demonstrates that it is a two-way mutual process between the Employee and the Employer. Businesses are striving to increase their performance. Recently, Managers have been facing many challenges to success putting their company/Institutions ahead of competitors. To help managers manage, different scholars, researchers and consultants have been contributing their part showing the best ways they think are useful to managers, employee and the organization; Business companies are making use of advances techniques of operation.

As sophistication of technologies continues to widespread, they pose more challenges for managers because organizations will have to need more number of employees with increased technical and professional skills. These knowledge
workers cannot be managed with old styles of totalitarian management. They expect operational autonomy, job satisfaction and status.

It is because of the above facts that attention of managers is shifting towards employees’ side of organizations. From last quarter of twentieth century onwards, concepts like employee commitment and Organizational Citizenship behavior (OCB) started to appear on the ground that efficiency and productivity lie within the employees’ ability and commitment. Managers’ eye is on how to keep employees engaged in their job. Employers now realize that by focusing on employee engagement, they can create more efficient and productive workforce.

1.2 Background to the Problem

Over the past decades, and particularly in the past three years, employers and employees have faced human capital challenges and an uncertain economy. The economic depression that started in 2008 has had a significant impact on companies and the resulting decisions made by management. These decisions have impacted employee engagement levels and perceptions globally, and the leading drivers of employee engagement.

A recent study by Aon Hewitt (2011) revealed that the global levels of employee engagement have fallen remarkably especially during of the world economic crunch. Aon Hewitt global engagement research from 2008 to 2010 includes 6.7 million employees and represents more than 2,900 organizations. The overall global average employee engagement score is 56% in 2010, down from 60% in 2009. The 4 percentage point change is due to regional score changes in Asia-Pacific, Europe, and North America. Top 3 engagement drivers are career opportunities, brand alignment, and recognition (Hewitt, 2011).

Aon Hewitt’s research continues to show a strong correlation between employee engagement and financial performance, even in turbulent financial times. Organizations with high levels of engagement (65% or greater) continue to outperform the total stock market index and posted total shareholder returns 22%
higher than average in 2010. On the other hand, companies with low engagement (45% or less) had a total shareholder return that was 28% lower than the average (Hewitt, 2011).

In addition Aon Hewitt’s global Best Employer research reveals how organizations differentiate and achieve a competitive advantage through their people. The benefits of being a Best Employers are well documented, from improved retention to increased productivity. Best Employers are distinguished by high levels of employee engagement, which results in lower turnover, larger talent pools and better financial performance.

In Africa, very few studies have already been done especially in South Africa. Much is not known about the levels and trends of employee engagement in Africa as a whole. Rothmann, (2010) conducted two studies with the title “Factors associated with employee engagement in South Africa”. Although the results of his studies did not exactly show the current trends of employee engagement in South Africa.

The first study showed that two psychological conditions, namely psychological meaningfulness and psychological availability, were positively associated with employee engagement. The results of the second study showed that the job resources were positively associated with employee engagement. Organizational support and growth opportunities were the best predicator of vigour, dedication and absorption (Rothmann, 2010).

In Tanzania, the problem is the same: little is known about employee engagement, its developments, trends and even its influence on the performance of organizations. The recent study done by Nahoda, (2009) in Zanzibar with the title “A study of Employee engagement in Zanzibar” has revealed that there is no problem of employee engagement in the Revolution Government of Zanzibar institutions used in the case study. According to Nahoda (2009) 63% of employees were highly engaged and only 37% were disengaged.
The above level of engagement had good impact on organizational performance especially on customer satisfaction, employee retention and advocacy. However the study did not find out relationships between employee engagement, age working experience and designation as it is in many employee engagement studies which were done in Western Countries.

Employee engagement can result to man ends including employee performance, commitment, satisfaction and the like which consequently impacts organizational performance. Many literatures suggest that engaged employee do more than the less engaged or disengaged employees. Therefore to get more, managers have to make sure that their employees are highly engaged.

### 1.3 Statement of the Problem

In recent years, there is a growing efforts made by the Tanzanian Government (GOT) to strengthen performance of its various ministries, departments and agencies which constitutes the so called ‘Public service’. The government had to undergo various reforms. The GOT has made significant efforts particularly since late 90’s to empower the Local Government Authority through promotion of fiscal decentralization, legal harmonization, and human resources autonomy. Local Government Reform Programme (LGRP: 2000-2008) was among such efforts to accelerate decentralization by devolution.

The second phase of the programme currently in operation, called LGRP II9 2008-2013), is a cornerstone of bolstering LGAs’ capacities to be a strategic leader and coordinator of local socio- economic development who ensures accountable and transparent services to people for the betterment of their livelihood. Highly engaged Government employees play a significant role in ensuring that the global and objectives of the LGA’s are achieved effectively and efficiently (URT-PMO-RALG. 2007).

Performance of Local Government Authority may be highly influenced by employee engagement. It is an open secret that Public servants in the Local Government
Authorities Lushoto District Council in particular are facing a lot of problems including insufficient salaries to cover necessary costs of running their livers, poor training and development schemes. All these may result to low engagement and consequently impair their performance. The perceived problem is that, the environment explained above has a significant impact on employee engagement which may affect the performance of Lushoto District Council.

1.4 Research Objective

1.4.1 General Objective
The main research objective was to investigate the employee engagement in

1.4.2 Specific Research Objectives
The following were specific objectives:
(i) To investigate whether there is a problem of employee engagement in Lushoto District Council.
(ii) To identify the specific reason for employee engagement or disengagement in Lushoto District Council
(iii) To assess the impacts of employee engagement in Lushoto District Council’s performance.

1.5 Research Question
The main research question was: “Does employee engagement influence the performance of Lushoto District Council?

1.5.1 Specific Research Questions
The study was guided by the following specific research Questions
(i) What are the levels of employee engagement in Lushoto District Council?
(ii) What are the specific reasons behind employee engagement or disengagement in Lushoto District Council?
(iii) What are impacts of the employee engagement on the performance of Lushoto District Council?
1.6 **Significance of the study**

This study has much significance not only to the researcher and the organization she is expecting to conduct her study, but also may benefit other governmental and non-governmental Human Resources Management Practitioners and Managers in Tanzania.

First of all the findings will help to strengthen our knowledge and understanding on the concept of employee engagement as it is one of the new/recent issues in the field of Human Resources Management and it is increasingly taking popularity not only in the Western developed countries but also in the developing countries like Tanzania. So will widen our understanding about the concept and its relation with other concepts like performance.

Secondly, by knowing the factors for employee engagement will help the managers to make good efforts and strategies in making sure that their employees are fully engaged at all time so as to make sure that they contribute their efforts towards attaining organizational goals/objectives effectively and efficiently.

Thirdly, this study will be one of the very few done in Africa and Tanzania in particular as most of studies concerning employee engagement were done in North America, South America, Europe and some in Japan and China. For the African context, very few studies have already been done in South Africa (Tower Perrin, 2007).

Related to the third significance above, the Researcher believes that her study will contribute to the body of knowledge as far as employee engagement is concerned in the African context and Tanzania in particular. It will find out whether the factors for employee engagement and disengagement in the Western Countries will be similar to those in Tanzania and also establish the relationship between employee engagement and performance in Tanzania Local Government, Lushoto District Council in particular.
Finally, the findings which obtained in Lushoto, will provide a base for further studies on employee engagement in other Local Government Institutions in Tanzania for the purpose of promoting high performance and ensuring that they perform their functions more effectively and efficiently due to the fact that there are very few studies which have already been done on employee engagement and especially its influence on performance.

1.7 Limitations of the Study

There were various issues/factors which limited the study and affected it in one way or another. This included luck of funds, because of the fact that the researcher was sponsoring herself from her own salary; She had no other sources on funds to finance this study. This had an impact on various issues including ability to travel to the rural areas so as to collect from the employees of the Council who are working in these areas.

Another issue was access to data. There was a shortage of literatures in the library as the concept is still new, so there were very few books, journals and research reports on this matter and it was also difficult to get them on time when needed because other users had to use them first. So a lot time was wasted waiting for the opportunity to get and access the documents. This makes it difficult to explore all the possible angles of the study and hence literature review was limited to few materials and internet.

1.8 Study Delimitation

The following were the ways used to overcome the above mentioned setbacks:- About the problem of funds, the researcher stayed at her brother (her host) who is working at the Lushoto District Hospital. This helped the researcher to avoid some costs like accommodation cost, and full time cost for food. The money saved was used for buying stationeries e.t.c.

In order to avoid resistance from the respondents, the researcher tried hard to educate them about the aim and importance of the study so they could be free to participate
fully in the study. Continuous education to them was important to make them confide to the researcher and the study itself. So the greater numbers of the respondents understood the aim and were co-operative.
CHAPTER TWO

LITERATURE REVIEW

2.1. Introduction
This chapter contains the following information: Definition of important concepts, theoretical Literature Empirical Literature, Research gap and Conceptual Framework. The prospective research finds it important to provide definitions of various concepts which are going to be used in this study of employee engagement in order to understand the meaning and usage. These concepts are employee engagement, commitment, job satisfaction, motivation, burnout, and organization performance and employee advocacy.

2.2. Theoretical Literature
2.2.1 Definition of Major Concepts
The following concepts are briefly defined below;
Employee engagement: The state in which employee in the organizations understand and is committed to the success of the business strategy. It goes beyond satisfaction and incorporates aspects of commitment, pride and advocacy about the organization’s products or services and brand (SESR, 2007).

Employee engagement is the level of commitment and involvement an employee has towards their organization and its values. An engaged employee is aware of business context, and works with colleagues to improve performance within the job for the benefit of the organization. It is a positive attitude held by the employees towards the organization and its values.

Burnout: The feeling of tiredness of the employee in which the employees feel the desire to leave the organization and find a new job somewhere else, which is caused by different factors including lack of motivation and commitment (Hawley, 2004: Schaufel et.al,2004).
**Employee advocacy:** The behavior of employees of propagating to the customers the products and services provided by the organization and encourage talent employees to apply for positioning that organization (CIPD, 2006).

**Motivation:** The factors that influencing people to behave in certain ways (Armstrong, 2006).

**Commitment:** A feeling of attachment and loyalty to the organization (Armstrong, 2006).

**Job satisfaction:** An effective response to a job or its facets that is based upon individuals’ beliefs about differences between the outcomes they perceive to be getting from a job and the outcomes that they expect to get from it (Youngblood, 1998).

**Organizational Performance:** The way an organization achieve its objectives through the way a job or task is done by group of people in it. (Satt 2004). Organizational performance measures are parameters used to quantify the efficiency and or effectiveness of past actions (Marr, 2006).

### 2.2.2 Perspectives and Theories of Engagement

Gibson (2006) defines employee engagement as “a heightened emotional connection that an employee feels for his or her organization, that influences him or her to exert greater discretionary effort to his or her work” (as cited in Khan, 1990). Gallup Consulting (2008) describes employee engagement as the “extent to which employees are psychologically connected to something or someone in the organization”. High levels of employee engagement are associated with high levels of organizational performance. A lack of employee engagement can lead to disloyalty and organizational failure (Khan, 1990).

Employee engagement is a relatively new concept in the field of Human Resources Management. These are few scholars who have tried to come up with their
perspectives and theories of engagement with the aim of explaining how organizations engage their employees and examining the outcomes of employee engagement in different perspectives and to see how employee engagement can contribute to organizational performance, employee retention, commitment and satisfaction. These theories/perspectives of engagement can be grouped into three broad conceptualizations: the first one is based on Khan Conceptualizations, the second being Maslach concept of burnout, and the last is Resource Based Model. These perspectives are explained below.

According to Khan’s conceptualization (1990), engagement is viewed to have three components: physical, emotional and cognitive. He discussed work involvement and commitment in the form of cognitive, effective and physical engagement. He defined involvement as personal engagement which is characterized by emergence of one’s true self which is expressed within one’s role. To him, engaged employees tend to express themselves physically, cognitively and emotionally during role performances.

Khan (1990) went further by saying that, employee engagement occurs in an environment which has to involve meaningfulness, safety and availability. To him, meaningfulness is a function of work elements such as the nature of the tasks and the roles played by the person and the like. Safety is created by social systems such as group and inter-group dynamics and interpersonal relationships.

The social system for safety should be predictable, consistent and should not be threatening. Availability is the sense of possessing emotional, physical and psychological resources necessary for investing in the work. Some good examples of Khan’s conceptualizations include the model of engagement developed by Tower Parrin through International Survey Research (ISR). According to this model, employee engagement is the extent to which employees are committed to, believe in and support the companies values feel pride in working for their employer and are motivated to go extra mile. It shows the employee “feel” and “act” with regard to their employer.
In regard to the above definition of employee engagement by Tower Parin’s Model, lead to the creation of another model with three independent variables namely behavioral (act), effective (feel) and cognitive (think) was created (Cheese Peter et. Al, 2008). The cognitive component is the employees’ logical evaluation of companies goals and values. The affective component encompasses whether employees have a sense of belonging and pride in the company. And the last component “behavioral” (act) captures the outcomes that employers desires from the employees such as retention and willingness to go to the extra mile for the company when necessary. Engagement is a combination of all these elements.

The second conceptualization is based on job or organizational resources. It looks at the multiple drivers that affect engagement. This model focuses on the importance of “feeling valued and involved” as key driver for engagement (Robinson, 2004). He believed that many of the drivers of engagement will be common to all organizations regardless of sector. Notwithstanding the claim of the author, research has shown that, engagement levels can vary according to demographic and job related factors.

The third conceptualization resulted from the study of burnout. According to Maslach and Leiter (2005) burnout is the erosion of engagement. The components of burnout are exhaustion, cynism and lack of professional efficacy and are measured by the Maslach Burnout Inventory (MBI). Being the opposite of burnout, engagement is characterized by energy, involvement and efficacy.

The argument on the relationship between engagement and burnout resulted from the modification of the view of engagement by Schaufeli et.al (2004): who defined engagement as positive, fulfilling, work related state of mind that is characterized by vigour, dedication and absorption. Vigour is similar to the Maslch and Leiter’s concept of energy and similar to the concept of involvement. On the other hand, absorption is unique to engagement and it is what differentiate it from other concepts. The concept of vigour specifically at work is characterized by high levels of energy and mental resilience, the willingness to invest efforts in one’s work and persistence.
even in the face of difficulties. Highly engaged people are physically active in their work even if it is essentially sedentary. They are both physically energetic and mentally resilient [Schaufeli et.al, (2002), Peter et.al, 2008].

Dedication is characterized by sense of significance, enthusiasm, inspiration; pride and challenge in one’s work. Highly engaged employees are dedicated to their work because they find it meaningful and fulfilling. Absorption is characterized by being fully concentrated and deeply engrossed in one’s work, where by time passes quickly and one has difficulties detaching oneself from work (Schaufeli et.al 2002. Cheese Peter, 2008).

Engagement is most closely associated with the existing construction of job involvement and flow (Mukherjee, 2005) Job involvement is defined as “the degree to which the job situation is central to the person and his or her identity. Job involvement is a “Cognitive or belief state of Psychological identification (Steve, 2004).

Thus job involvement results form a cognitive judgment about the needs satisfying abilities of the job. Jobs in this view are tied to one’s self image. Engagement differs from job in as it is concerned more with how the individual employees his/her self during the performance of his/her job.

Furthermore engagement entails the active use of emotions. Finally engagement may be thought of as an antecedent to job involvement in that individuals who experience deep engagement in their roles should come to identify with their jobs.

According to the Gallup Consulting organization research report (1996) there are different types of people in the organizations.

**Engaged:** “Engaged” employees are builders. They want to know the desired expectations for their role so they can meet and exceed them. They are naturally curious about their company and their place in it. They perform at consistently high
levels. They want to use their talents and strengths at work every day. They work with passion and they drive innovation and more their organization forward.

**Not Engaged**- Not Engaged employees tend to concentrate on tasks rather than the goals and outcomes they are expected to accomplish. They want to be hold what to do just so they can do it and say they have finished. They focus on accomplishing tasks vs. achieving an outcome. Employees who are not-engaged tend to feel their contributions are being overlooked, and their potential is not tapped. They often feel this way because they do not have productive relationships with their managers or with their coworkers.

**Actively Disengaged**- The “actively disengaged” employees are the “cave dwellers”. They are “Consistently against Virtually everything. “They are not just unhappy at work: They are busy acting out their unhappiness. They sow seeds of negativity at every opportunity. Every day, actively disengaged workers undermine what their engaged coworkers accomplish. As workers increasingly rely on each other to generate products and services, the problems and tensions that are forested by actively disengaged workers can cause great damage to an organization’s functioning.

According to Vaziran, N (2001) employee engagement can be contributed by the following factors:

**Opportunities for Personal Development**
Organizations with high levels of engagement provide employees with opportunities to develop their abilities. Learn new skills, acquire new knowledge and realize their potential. When companies plan for the career paths of their employees and invest in them in this way their people invest in them.

**Effective Management of Talent**
Career development influence engagement for employees and retaining the most tale need employees and providing opportunities for personal development.
**Clarity of company Values**
Employees need to feel that the core values for which their companies stand are unambiguous and clear.

**Respectful Treatment of Employees**
Successful organizations show respect for each employee’s qualities and contribution regardless of their job level.

**Company’s Standards of Ethical Behavior**
A Company’s ethical standards also lead to engagement of an individual.

**Empowerment**
Employees want to be involved in decisions that affect their work. The leaders of high engagement workplaces create a trustful and challenging environment, in which employees are encouraged to dissent from the prevailing orthodoxy and to input and innovate to move the organization forward.

**Image**
How much employees are prepared to endorse the products and services which their company provides its customers depends largely on their perceptions of the quality of those goods and services. High levels of employee engagement are inextricably linked with high levels of customer engagement.

Robson, et al. (2004) identified other factors which may contribute to employee engagement to include the following.

**Equal Opportunities and fair Treatment**
The employee engagement levels would be high if their bosses (Superiors) provide equal opportunities for growth and advancement to all the employees.
Performance Appraisal
Fair evaluation of an employee’s performance is an important criterion for determining the level of employee engagement. The company which follows an appropriate performance appraisal technique (which is transparent and not biased) will have high levels of employee engagement.

Pay and Benefits
The Company should have a proper pay system so that the employees are motivated to work in the organization. In order to boost his engagement levels the employees should also be provided with certain benefits and compensations.

Health and Safety
Research indicates that the engagement levels are low if the employee does not feel secure while working. Therefore every organization should adopt appropriate methods and systems for the health and safety of their employees.

Job Satisfaction
Only a satisfied employee can become an engaged employee. Therefore it is very essential for an organization to see to it that the job given to the employee matches his career goals which will make him enjoy his work and he would ultimately be satisfied with his job.

Communication
The company should follow the open door policy. There should be both upward and downward communication with the use of appropriate communication channels in the organization. If the employee is given a say in the decision making and has right to be heard by his boss than the engagement levels are likely to be high.

Family Friendliness
A person’s family life influences his work life. When an employee realizes that the organization is considering his family's benefits also, he will have an emotional attachment with the organization which leads to engagement.
Co-operation
If the entire organization works together by helping each other i.e. all the employees as well as the supervisor’s co-ordinate well than the employees will be engaged. (Robson et al 2004).

2.2.3 Models Linking Employee Engagement and Organizational Performance
There are variety of models that conceptualize the links between employee engagement and organizational performance. In each model, a particular performance outcome is explained in brief. The models include Service Profit Chain, Public Sector Value Chain, and the Chartered Institute of Personnel Development (CIPD).

2.2.3.1 Service Profit Chain
In 1997, Heskett, Sasser, and Schlesinger developed the service profit chain, which is a widely known model proposing a link between employee engagement and organizational performance (as cited in Hentzman & marson, 2005). The first linkage is between employee satisfaction and customer satisfaction. This relationship is reciprocal, reinforcing, and commonly known as the “satisfaction mirror” in management literature (Heintzman & Marson, 2005).

A number of organizations have incorporated it into their management strategies and some have developed mathematical formulas to calculate the effects of this relationship. The second linkage is between customer loyalty and company growth and profit. Heskett et al. also found linkages between employee satisfaction and perceptions of their personal capacity to deliver service (Heintzman & Marson 2005).

Figure 2.1: Service Profit Chain

Source: Heintzman and Marson (2005)
The above model is predominantly used in the private sector; however the link between employee engagement and customer satisfaction is relevant to many organizations in the public sector.

2.2.3.2. Public Sector Value Chain

This model was used by Heintzman and Marson (2005) in establishing the relationship between employee engagement and organizational performance in the public sector. Several linkages were established and in the first linkage, customer satisfaction is replaced with citizen service satisfaction.

As in the original relationship in the private sector model, this relationship is also mutually reinforcing. In the next linkage, the financial bottom line of the service profit chain is replaced with trust and confidence in public institutions. Evidence suggests that this linkage is directed only one way. This model, as shown in Figure 2.2, can be used to make significant improvements in employees’ work, organizational performance, and perceptions of the public sector. (Heintzman & Marson, 2005).

Figure 2.2: Public sector Value Chain

Source: (Heintzman & Marson, 2006)

2.2.3.3 CIPD Model

The Chartered Institute of Personnel Development (CIPD) propose another model linking employee engagement and organizational. According to this model there is a reciprocal relationship between attitudes to work and employee engagement. Satisfaction, enthusiasm, commitment, and loyalty contribute to employee engagement, and vice versa, as presented in Figure 2.3. Individual factors that affect employee engagement include gender, age, ethnicity, and disability.
In this model, working life factors that affect employee engagement include occupation, hours of work, pay, and workplace harassment. Management, leadership, and communication refer to how employees perceive managers and leaders, and how much employees contribute to organizational decision making. Attitudes refer to employee job satisfaction, well-being, loyalty, and enthusiasm. Together these factors lead to better individual performance, a decrease in intent to leave, and a decrease in absence levels.

**Figure 2.3: CIPD Model of Employee Engagement Outcomes**

Source (CIPD, 2006)

**2.2.3.4 Schmidt’s Model of Public Sector Organizational Dynamics**

Schmidt’s (2004) model of public sector organizational dynamics is a more holistic approach to employee engagement. As shown in Figure 2.4, the foundation of the model is recruiting and retaining the right staff. Schmidt emphasizes that by producing the right conditions for workplace well-being, high levels of employee engagement can be achieved. This leads to organizational performance, which helps to advance the public interest (Schmidt’s 2004)
2.2.3.5 Sibson’s Model of Employee Engagement

Sibson’s (2006) research on employee engagement describes two common features in organizations with high performance: knowing what to do and wanting to do the work. Employees who know want to do successfully contribute to the organization’s goals. Employees who want to do the work gain satisfaction from their jobs and are inspired to perform well. Both of these features are necessary to drive performance and productivity (Sibson, 2006).

**Source:** (Schmidt’s 2004)
2.2.3.6. High Performance Cycle

The high performance cycle developed by Locke and Latham (1990) demonstrates that job satisfaction, motivation, and productivity lead to organizational Commitment. This model, illustrated in Figure 2.6, emphasizes goal setting as a starting point that leads to organizational performance.

Source: Ellis & Sorenson, 2007
On the other hand, Aon Hewitt’s Engagement Model maintains that understanding how to engage your people is of little value without knowing what actions will be most effective in increasing their engagement. Another key premise of this Model is that, the Engagement Drivers are interrelated; they do not operate in isolation. By identifying these drivers, employers can understand how to meet the needs of their employees and focus on the specific areas of improvement that have the largest impact on engagement and business results. (Hewitt, 2011).

Schmidt and Hayes (2002) observed that a highly engaged employee will consistently deliver beyond expectations. An organization’s capacity to manage employee engagement is closely related to its ability to achieve high performance levels and superior business results.

Other advantages of Engaged employees according to Schmidt and Hayes (2002) are as follows:
Engaged employees will stay with the company, be an advocate of the company and its products and services, and contribute to bottom line business success.

(ii) They will normally perform better and are more motivated.

(iii) There is a significant link between employee engagement and profitability.

(iv) They form an emotional connection with the company. His impacts their attitude towards the company’s clients, and thereby improves customer satisfaction and service levels.

(v) It builds passion commitment and alignment with the organization’s strategies and goals.

(vi) Increases employees’ trust in the organization

(vii) Creates a sense of loyalty in a competitive environment

(viii) Provides a high-energy working environment

(ix) Boosts business growth.

(x) Makes the employees effective brand ambassadors for the company (Schmidt and Hayes 2002)

2.3 Empirical Literature

Some researchers in the Western and Far east Countries have found that, there is a connection between employee engagement and organizational performance especially on aspects like productivity, customer satisfaction e.t.c. it has been proved that, lack of engagement among employees reduce organization productivity.

A study by Gallup indicates that about 55% of employees of any organization are not engaged by Swindal, 2007. The International Survey research on 360,000 employees from 41 Companies in the World’s ten largest economies found that, in companies with low engagement both operating margin and the net profit margin were reduced over a three year period, where as in companies with high levels of engagement both these measures increased over the same period of time. Disengaged and unhappy employees coasted British economy also most $ 46billion a year in low productivity and lost of working days (Laiter and maslch, 2005).
On the organization and customer relations, engaged employee have a good understanding of how to meet customer demands as they have a better understanding of how their actions contributed to the organizational overall focus (Ulrich, 2009) in Additional, a survey by Right Management (2006) found that 70% of engaged employees had good understanding of how to meet customer needs compared to only 17% of non engaged employees.

Employee engagement has been proves to predict the retention of the employees who score high level of engagement. According to Right Management (2006), 75% of engaged employees surveyed, planned to stay. Towers Perrin (2003) also found that a highly engaged work force is a more stable workforce. According to Towers Hewitt’s research shows a strong correlation between employees engagement and financial performance, even in turbulent financial times. The global research findings show that organizations with high levels of engagement (65% or greater) continue to outperform the total stock market index and posted total shareholder returns 22% higher than average in 2010. On the other hand, companies with low engagement (45% or less) had a total shareholder return that was 28% lower than the average (Hewitt, 2011).


The concept of employee engagement is widely used in the human resources literature. While the exact origin of the concept is difficult to determine, it is often considered to have evolved from the concepts of job satisfaction, organizational commitment, and organizational citizenship behavior. Multiple definitions of employee engagement have emerged in the literature which presents particular challenges for both managers and human resource (HR) practitioners:

For an HR executive, getting a handle on employee engagement can be like trying to catch a greased pig at a country fair. Just when you think you’ve got it, it slides right out of your hands
Approaches to Measuring Employee Engagement

There are many “models” of employee engagement in the literature and they tend to fall into two broad categories. The first is often found in the practitioner literature and conceptualizes engagement as a single, omnibus construct that can be measured as such. These models often are associated with a particular provider, commonly use self-report attitudes such as loyalty and advocacy as indicators of engagement and often cite the pursuit of engaged employees as an end in itself. Advocates of these models will often refer to a global relationship between the number of engaged employees and organizational performance but without any examination of the elements or nature of this relationship. One of the most widely known examples of this type is the Gallup.

The second type of employee engagement model is more common in the academic literature and argues that engagement is a multi-dimensional concept and more comprehensively examines the links between the antecedents of engagement and the consequences of engagement. A good example of this type of model is provided by Saks.

Developing the APS Employee Engagement Model

The APS has routinely collected a wide range of information from its employees through the State of the Service Employee Survey (the Survey). The Survey is administered annually to a sample of APS employees and includes a broad range of items ranging from specific aspects of the workplace to more broad employee attitudes and opinions.

Given the breadth of the Survey, it was determined that a useful initial approach would be to identify what aspects of employee engagement were already being measured in the Survey and whether a model of employee engagement for the APS based on the CLC model could be developed from the existing APS data.
Data

Data from the 2010 Survey was used for the analyses. The Survey was administered to a stratified random sample of 9,083 staff of which 5,607 responded. This data set was split into an Experimental sample (60% of the sample or 3,427 cases) on which the exploratory analyses were conducted and a validation sample (the other 40%, or 2,180 cases) on which the final models were validated.

One of the contributors to this confusion is the fact that the concept of engagement developed initially from organizational practice rather than from academic research and many of the authors in the field lack a degree of independence in their writing because they are in the business of delivering employee engagement solutions to organizations. As a result, there has tended to be limited collaboration or information sharing on the concept as many of the authors are, in fact, competitors genuinely seeking to protect their intellectual property.

While this pattern of development from practice to academia may not have been conducive to developing a unified understanding of the concept of engagement, it is not unique. The concept of burnout, for example, was well developed in the practitioner literature before being embraced by academia. Similarly the initial writing on emotional intelligence was almost entirely in the practitioner sphere.

Despite this lack of cohesion in the literature there are some general conclusions that can be drawn about the concept of employee engagement:

(i) It is a much broader concept than either that of ‘commitment’ or ‘motivation’ that one finds in the academic or practitioner literature.

(ii) The considerable amount of research and analysis that has been conducted on engagement in the last 10 years suggests that it is more than a passing management fad.

(iii) The quality of the thinking and measurement methods has improved significantly in the last 10 years.
Also, there are a number of features of employee engagement have been consistently identified in the literature

(i) Employee engagement is generally seen as a two-way interaction between the employee and the organization.

(ii) There are many characteristics of an ‘engaged’ employee including: commitment, pride and advocacy of the organization, a connection with the organization’s strategy, and a stated preparedness for discretionary effort in the workplace.

(iii) While the literature has identified many ‘drivers’ of engagement, differences exist across different organizations and even among different elements of the same organization and, as a result, there is no ‘template’ solution for engagement.

(iv) Although there have been considerable claims made about the positive benefits of increasing employee engagement on tangible organizational outcomes, these tend to be based on correlation or co-incident results rather than any research demonstrating causality.

Many published models fail even to attempt to identify a link between engagement and actual organizational outcomes but focus instead on self-report attitudes or opinions as the “outcome” of engagement. One very well regarded model, in a manner that is not uncommon, cites being engaged, being positive about customer focus, and being positive about organizational values as valid organizational outcomes of employee engagement. All of which are important attitudes for employees to possess but the model fails to provide any clear link between these attitudes and actual behaviors that result in organizational outcomes. Moreover, while many authors claim evidence that organizations with high engagement have better organizational performance than organizations with lower engagement scores, they offer no explanation of why this might be occurring.
Engaged and disengaged employees

Another element common among many models of employee engagement is that they segment the workforce into ‘engaged’ and ‘disengaged’ staff. This is consistent with the idea that engagement is a unidimensional concept and that there is some absolute benchmark against which one can identify an engaged, or disengaged, employee. Many authors speak about ‘disengaged’ staff in highly emotive language:

…disengaged employees erode an organization's bottom line while breaking the spirits of colleagues in the process.

The combination of such extravagant claims in the absence of an agreed definition of employee engagement, or a more complete understanding of the nature of engagement with clear links to organizational outcomes, has contributed to a degree of confusion and a subsequent loss of confidence by managers in the concept of engagement. It has been noted that:

…senior HR leaders and their colleagues in the executive suite have grown increasingly frustrated, questioning the concept of employee engagement itself, as well as the ultimate return from investments made to drive the engagement of their workforces.

The failure to establish a common definition of the concept of engagement with a clear link between the antecedents and consequences of engagement is a deficiency of many of the extant models of employee engagement. Without a clear understanding of the nature of employee engagement it is impossible to measure which:

... is a matter of particular significance to those who develop and conduct employee surveys in organizations because the end users of these products expect interpretations of the results to be cast in terms of actionable implications. Yet, if one does not know what one is measuring, the action implications will be, at best, vague and, at worst, a leap of faith.
**Agency working environment**

The Agency Working Environment was a larger item set with 21 items. Factor analysis indicated three stable factors that were extracted from the data and rotated to simple structure. Confirmatory factor analysis showed some support for this structure (CFI = 0.92, RMSEA = 0.09, RMSR = 0.05). The three factors in this data set were: development, agency behaviour, and agency identification.

**Development**

The first factor extracted related to the developmental opportunities provided in the workplace. It had five items loading on it and good internal consistency (alpha = 0.82), refinement of this scale saw one item removed which caused a minimal drop in internal consistency (alpha = 0.81) but retained a very high correlation with the original scale (r = 0.98) and included a strong marker variable (r = 0.85):

(i) My agency places a high priority on the learning and development of employee.
(ii) My workplace provides realistic performance expectations
(iii) My workplace provides increased knowledge and/or experience in the job
(iv) My workplace provides access to effective learning and development*Agency behaviour

**Agency behaviour**

The second factor reflected employee’s perception of the organizational behaviour observed in the agency. It initially had five items load on it greater than 0.4, respectable internal consistency (alpha = 0.79) and some item redundancy. Scale refinement removed one item which reduced the internal consistency a little but it still remains respectable (alpha = 0.76), it has a very good correlation with the original item set (r = 0.97) and a reasonable marker item (r = 0.79):

(i) In general, employees in my agency effectively manage conflicts of interest
(ii) In general, employees in my agency appropriately assess risk
(iii) Employees in my agency feel they are valued for their contribution*
(iv) My agency deals with underperformance effectively
**Agency identification**

The final factor reflects the level of identification that the employee experiences with their organization. It had three items load on it greater than 0.4. The scale had respectable internal consistency (alpha = 0.73) and as it only has three items no further refinement was done with this scale. It had a good marker variable (r = 0.84):

(i) Working at my agency is important to the way that I think of myself as a person  
(ii) When someone praises the accomplishments of my agency, it feels like a personal compliment to me*  
(iii) When I talk about my agency, I usually say “we” rather than “they”

**Job satisfaction**

Job satisfaction was measured by a longer set of items that covered a wide range of factors that might contribute to satisfaction with one’s job. Factor analysis of this scale yielded a stable simple structure of two factors: workplace challenges and workplace conditions. Confirmatory factor analyses on these data showed reasonable fit for this model of the data (CFI = 0.96, RMSEA = 0.08, RMSR = 0.05)

**Workplace challenges**

Workplace challenges factor related to the challenges the workplace provided to the employee in a positive sense. It had six items load on it, but subsequent scale refinement produced a set of four items that had good reliability (alpha = 0.86) with a strong marker variable (r = 0.87).

(i) Chance to be innovative  
(ii) Opportunities to utilize my skills*  
(iii) Opportunities to develop my skills  
(iv) Interesting work provided.
Workplace conditions

The second factor reflected the conditions an employee experienced in their workplace:

(i) Good working relationships
(ii) Flexible working arrangements
(iii) Good manager*

Understanding engagement in the APS

The results of the analysis of the Survey have shown that employee engagement in the APS can be conceptualized as the relationship an employee forms with a number of separate elements of their work: the job they do, the people with whom they work, their supervisor, and the agency within which they work.

Job engagement

In terms of the job people do, engagement is a function of whether the job challenges the employee; whether it gives them an opportunity to be innovative, gives them an opportunity to use and develop their skills, and whether it stimulates a degree of interest in the employee. It also relates to the sense of identification an employee has with the job; do they see the job as a fundamental part of who they are? Do they get a personal sense of achievement from doing their job?

Team engagement

Team engagement revolves around the recognition that employees get for doing their job in a broad sense: do they receive feedback for what they do, are they happy with the feedback they get, and does the feedback allow them to do their job better. This is not limited to just feedback from employees’ supervisors, rather it is open to all forms of feedback. The other component of team engagement is the work-related behaviour of other team members, does the team share information, cooperate, and treat each other well; is it a workplace where the employee wants to come to work?
Supervisor engagement

The behaviour of immediate supervisors in terms of honesty, concerns for their staff, and the provision of feedback is a key component of Supervisor Engagement. So too is the workplace environment and conditions created by the supervisor: the quality of the working relationships, the flexibility of the working conditions, and the feedback provided to staff.

Agency engagement

Agency engagement is the most complex component of engagement encompassing the quality and behaviour of senior leaders, the developmental opportunities provided by the agency, the behaviours exhibited by agency employees and how well the employee identifies with the agency, including how well the individual identifies with praise for the agency.

A compensatory model

These results show that the elements of engagement are separate but related (Table 2: 1). There is a degree of correlation among the elements that means that they can be aggregated in a meaningful way if needed, but that they can also be considered independently, and so can compensate for each other to some degree in contributing to organizational performance. For example, high team engagement may compensate for poor job engagement. The compensatory nature of the model can apply to individuals, workplaces or even agencies. For example a workplace where work is not particularly challenging for employees might still experience good organizational performance due to good agency leadership and hence high levels of agency engagement.

Other Elements Of Employee Engagements in the APS

There is also scope for future work examining other elements of employee engagement. The APS Employee Engagement Model has been adapted from one developed primarily for the private sector and there is good argument that substantial
differences exist between the two sectors. As a minimum, the relationship between the Model and the concept of public service motivation would warrant further examination.

Appendix A: APS Employee Engagement Model initial item sets

**Figure 2.7: The APS Employee Engagement Model**

While the confirmatory factor analysis supports the existence of four separate factors, they are strongly correlated as shown in Table 2.1.

**Table 2.1: The APS Employee Engagement Model**

<table>
<thead>
<tr>
<th>Engagement element</th>
<th>Job</th>
<th>Team</th>
<th>Supervisor</th>
</tr>
</thead>
<tbody>
<tr>
<td>Team</td>
<td>0.6</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Supervisor</td>
<td>0.54</td>
<td>0.75</td>
<td></td>
</tr>
<tr>
<td>Agency</td>
<td>0.61</td>
<td>0.55</td>
<td>0.5</td>
</tr>
</tbody>
</table>
A research by Ji Chen (2007) with the title “A study of employee Engagement within China Context” concluded that, like in the Western societies and in the developed World in general, employees engagement is important in increasing organizational performance and business outcome.

The recent study done by Nahoda, (2009) in Zanzibar with the title “A study of Employee engagement in Zanzibar” has revealed that there is no problem of employee engagement in the Revolutionary Government of Zanzibar Institutions used in the case study. According to Nahoda (2009) 63% of the employees were highly engaged and only 37% were disengaged. This level of engagement had good impacts on organizational performance especially on customer satisfaction, employee retention and advocacy. However the study did not find out relationship between employee engagement, age working experience and designation as it is in many employee engagement studies which were done in Western Countries.

2.4 Research Gap

With these empirical literatures reviews, the researcher found the following research gap:

First of all, most studies have concentrated much on the factors for employee engagement, its impacts and provide little focus on the link between employee engagement and organizational performance.

The second gap: Is that, many studies have just focused on organizational performance in terms of employee retention, advocacy, customer satisfaction and other non-financial indicators and gave little or no focus on financial aspects indicators of organizational performance and how can be affected by employee engagement.

The last gap, Is that most of the studies were conducted in Western Countries, chine and Japan, few studies have already been done in South Africa and the recent study in Zanzibar. There is still a need to have more studies in Africa, Tanzania main land
in particular, to identify the levels of engagement and establish the relationship between employee engagement and organizational performance. There is also need to identify the reasons behind high or low employee engagement and try to find the best ways of maintaining the desired levels of engagement.

2.5 Conceptual Framework

The basic concept behind this framework is, that: employees’ engagement can influence organizational performance and vice-versa. Engagement is composed of the levels of absorption, dedication and vigour. A highly engaged employee will possess those features which in turn result to organizational performance which is measured by number of things/indicators including the profit earned, cash flows, employee retention, employee advocacy, customer satisfaction, customer advocacy and customer retention. Also the researcher wants to find out if there is a reciprocal relationship between organizational performance and employee engagement.

**Figure 2.8: Conceptual Framework**

![Conceptual Framework Diagram](image)

- Absorption
- Dedication
- Vigour
- Employee Advocacy
- Employee retention
- Profit
- Cash flow
- Customer satisfaction
- Customer Loyalty
- Customer retention

**Source:** Prospective Researcher, 2014

The above figure shows the conceptual framework of the study. As it can be seen from the above figure, Employee Advocacy, Employee retention, profit, cash flow, Customer Satisfaction, customer loyalty, customer retention are the independent variables and in totality indicated the performance of an organization. These depend on the Absorption, Dedication, and Vigour which are the dependent variables and indicators of employee engagement. The study is also trying to establish the reciprocal relationship between employee engagement and organizational performance.
CHAPTER THREE
RESEARCH METHODOLOGY

3.1 Introduction
This chapter outlines: study area, research design, population and sample, sampling techniques and process, data collection methods, data collection instruments and data analysis plan.

3.2 Research Design
The research design used was a case study. Normally, case studies involves an in-depth examination of a single person or few people. Its major aim is to provide an accurate and complete description of the case. A case study exposes the factors that explain the behavior patterns of the given unit as an integrated totality (Kothari, 2004). Engagement is an example of the behavioral patterns. So for the case of this project, the researcher is going to use case study on find out the influence of employee engagement on the performance of Lushoto District Council.

There are several advantages of using case studies. These include flexibility with respect to the data collection methods. This means that, all data collection methods can be used to collect data in case studies. Also it can be conducted in any kind of social setting and offers specific instance of test of hypothesis. A case study is more valuable for diagnostics, administrative and therapeutic purposes, it may also be useful for developing new concepts or testing concepts (Chshinaswami, 2007). Kothari (2004) argue that, case study may prove incomparability of situation as each case normally has unique environment so its difficultly to compare cases. However it is still a good and reliable research design.

3.3 Area of Study
The study was conducted at Lushoto District Council (Head Office) in Lushoto town. Lushoto (German word: Wilhelmstal, in English is “William’s Valley” named after Emperor Wilhelm II) is one of the eight districts of Tanga Region in Tanzania. It is
bordered to the Northeast by Kenya, to the East by the Muheza District, to the Northwest by the Kilimanjaro Region and to the South by the Korogwe District.

The reason for this choice was that, the researcher has stayed there for twenty years, so she was happy and comfortable to work in a town he grew up. Also the researcher has done his undergraduate field practical at this place, (on July 2006), she knows its situation, it was a great chance to study the place once again and more scientifically and come up with valuable body of knowledge which may be used not only for the betterment of the council, but also it can be of a help to other councils.

In terms of cost, the researcher managed to save costs of conducting this study as she has a host (his brother, and where the host stays in like 300 meters from council, so the researcher will save not only living costs but also transport costs. This helped the researcher to avoid incurring unnecessary cost bearing in mind that the researcher is sponsoring himself this undertaking.

3.4 Study Population

Lushoto District Council is having more than 3000 employees (including teachers and health employees in rural and urban areas). Taking all these employees to the study could have been a burden to the researcher as it could have taken too much time to accomplish the study and could have reduced the quality of the findings.

The researcher intended to conducted his study only to 110 of whom 100 were employees found in the Head Office and 10 employees in the nearby rural. Due to poor response of the respondents to participate in the study and the fact that employees especially at the Head Office were busy in closing the 2012/2013 financial year and preparations of new budget for 2013/2014, the researcher managed to reach only 40 employees who were from the head office and 10 employees from the nearby rural (UBIRI-WARD).
3.5 Sample and Sampling Techniques
A total of 40 employees were involved in the study (as a sample size). The researcher studied only 30 employees found in the Head Office and 10 employees in the nearby rural. The researcher used the purpose sampling whom the though could represent other employees of the council both in the Head Office and Rural areas. Purpose sampling is a decision made by researcher his self to include or exclude an element is the sample, sometimes known as judgmental sampling (Adam 2008). Purposively the researcher selected only 110 employees out of more than 3,000 employees in the council but only 40 employees were involved in the data collection exercise.

Twenty one males (53%) and nineteen female (47%) were involved in the study to make a total of 40 employees both from the Head Office and Ubiri Ward respectively. More can be seen on the table below:

<table>
<thead>
<tr>
<th>AREA</th>
<th>NUMBER OF EMPLOYEES</th>
<th>PERCENTAGE</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>MALE</td>
<td>FEMALE</td>
</tr>
<tr>
<td>LCD-Head Office</td>
<td>17</td>
<td>13</td>
</tr>
<tr>
<td>LCD-Ubiri Ward</td>
<td>4</td>
<td>6</td>
</tr>
<tr>
<td>Total</td>
<td>21</td>
<td>19</td>
</tr>
</tbody>
</table>

Source: Survey Results 2013

3.6. Types of Data Collected

3.6.1 Primary Data
These are original sources collected by researcher herself or use of research assistant from the field for the purpose of answering issue at hand (Adam 2008). In this kind
of data a researcher obtains information/data by using primary methods of collecting
data as explained in the next paragraphs.

The advantage of primary data is that, it can update as the data is collected at the
time the researcher works on the particular problem in the selected area. The
disadvantage is that, it may be expensive to get primary data in terms of time and
funds. Time may be wasted as several processes and preparations have to be done
before getting information including sampling, preparation of questionnaires,
travelling e.t.c. (Kothari, 2004).

3.6.2 Secondary Data
Kothari (2004), defines secondary data as data that are available i.e. they refer to the
data which have already been collected and analyzed by someone else. Secondary
data may be either published or unpublished data. Usually published are available in
various publications of central or local governments, various publications of foreign
governments or international-bodies, technical and trade journals, books, magazine
e.t.c. The unpublished data are found in letters, diaries, unpublished biographies,
trade associations, autobiographies e.t.c. (Kothari, 2004).

One of advantages of secondary data is that, it is not costly in terms of funds and
time compared to primary data as the data is available already. The disadvantage is
that, the data may be outdated, irrelevant or insufficient. How secondary data is still
important to compliment primary data

Data Collection Methods and Instruments
Both primary and secondary methods of data collection were used. For the case of
Primary data collection methods, the following were used, personal structures
interview, observation and questionnaires.

3.6.2.1 Personal Interview
Personal structured interview is a data collection method where predetermined
questions are asked in a face to face contract with respondent. Personal contract with
participants might elicit richer and more detailed responses and also provides an excellent opportunity to probe and explore questions.
This method is flexible: White (2002) writes “the real benefit of an interview is that you are face to face with the interviewee, so you can clear up any misunderstandings immediately”.

Also it has a high respond rate: Interviewer and Interviewee have direct contract. Researcher asks question direct and provided that the interviewee is willing to respond, the interviewers get the answer immediately.

On top of that, it allow control of the interview situation: Being present during the interview you are able to control the environment. You will make sure that questions are asked and answered in a manner you want to be answered. It allows application of nonverbal behavior: Being present during the interview session you observe nonverbal behaviors and assess the validity of the respondent’s answers. Structured interviews were used to obtain in-depth information from some employees especially those who were living in the rural areas (Ubiri Ward) as they are ones who might face more problems which may affect their performance and the performance of the council in totality.

3.6.2.2 Questionnaires
White (2002) defines questionnaires as a series of questions, each one providing a number of alternative answers from which the respondents can choose. Questionnaire is instrument of data collation that consist a set of predetermined and structured questions which is given to the subject to respond in writing or to be filled by researcher through self administered questionnaire.

This method of data collection will enable the researcher to collect many data in a short period of time. Also the respondents have adequate time to give well thought answers as they are given chance to fill them in their own time. Respondents who are not easily approachable can also be reached conveniently. Is free from bias of the interviewer, answers are in respondent own words.
In this study, questionnaires were used as the major tools/instruments for collecting data. The questionnaires were designed to answer the question of how employees engagement impacts the performance of Lushoto District Council. As conceptualized, employee engagement (Vigour, absorption and dedication - as independent variables) may lead to organizational performance which is a dependent variable and was measured by levels of elements like employee’s retention, employee’s advocacy, customer retention and advocacy, cash flows and profit.

The questionnaire assessed the above elements through a set of questions like: My opinions and ideals seem to matter: the people here are pleasant and co-operative to work with: I regularly receive recognition/praise for doing good work: Overall, I have confidence in the senior managers at the Council: I have energy and power to do my job: I receive the information and communication I need to do my job, it is difficult to detach myself from my job: My supervisor provides me with feedback and guidance: I am proud of my job: Even if I had the opportunity to get a similar job with another organization, I would stay with my present company e.t.c.

3.6.2.3 Observation

This is one of the methods of collecting primary data. According to Kothari, (2004), the information is sought by way of investigator’s own direct observation without asking from the respondents. Observation becomes a scientific tool and the method of data collection for the researcher when it serves a formulated research purpose, is scientifically planned and recorded and is subjected to checks and controls on validity and reliability (Kothari, 2004)

The advantage of this method is that subjective bias is eliminated, if observation is done accurately. Also the information obtained under this method relates to what is currently happening: It is not complicated by either the past behavior or future intentions of attitudes. Its advantages are: It is an expensive method, as one has to go at the area of the problem, also sometimes unforeseen factors may interfere with the observational tasks (Kothari, 2004).
The researcher observed how employees were performing their duties, their relationship and interactions with managers and among themselves. This helped the researcher to observe directly workers’ involvement to their day to day activities and try to establish the relationship between the way they behave (towards their jobs, working environment and management in general) and performance of Lushoto District Council.

In case of this study, different documents available were used. On the first side of theoretical literatures, empirical literature few books available in the library were used to conceptualize and giving a detailed meaning of engagement and its related aspects. Internet materials also were very helpful in order to enrich the study by getting insights of what other researchers and HR-Consultancy Firms have done and come up with several findings.

During the data collection exercise, the researcher managed to use various documents found in the head office. For example the Seniority List document provided the names, location and other important information about the employees including the time they served the council since the first time they were either employed by the council or transferred to the council (from other councils). These methods (sources) complimented the primary methods of collecting data as explained above to get enough information needed to come up with healthily findings/report.

3.7 Data Analysis Procedure
Descriptive data analysis was used in this study. Data were arranged to create statistical distributions and calculations of simple measures like average, percentages, and frequencies. It was not possible for the researcher to use statistical package for social science (SPSS) as he intended as it was difficult to get the software in time, so the Researcher decided to use Microsoft Office-Excel.
CHAPTER FOUR

DATA ANALYSIS, DISCUSSION AND INTERPRETATION OF RESEARCH FINDINGS

4.1 Introduction
This chapter presents the findings of the study. The overall objective of this study was to investigate the employee engagement and suggest the ways that could be used to improve performance of the employees Lushoto District Council. This chapter shows the data collected from the respondents and were represented using frequency tables and bar charts.

4.2 Demographic Characteristics of Respondents
It was important for this study to get information on demographic characteristics of the respondents that is information based on gender, age, marital status, and highest educational qualifications as well as how long respondents have been involved in employees related activities. Information on age of respondents is presented below.

Table 4.1: Age of the respondents N=40

<table>
<thead>
<tr>
<th>Age group</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Less than 30years</td>
<td>3</td>
<td>7.5.</td>
</tr>
<tr>
<td>30-39years</td>
<td>6</td>
<td>15.0</td>
</tr>
<tr>
<td>40 – 49years</td>
<td>17</td>
<td>42.5</td>
</tr>
<tr>
<td>50years and above</td>
<td>14</td>
<td>35.0</td>
</tr>
<tr>
<td>Total</td>
<td>40</td>
<td>100%</td>
</tr>
</tbody>
</table>

Source: Analyzed Data 2014

Table 4.1. shows that 92.5 percent of respondents who involved in the study have over 30 years ages while 7.5. were under 30 years
Figure 4.1: Age of the Respondents

Figure 4.1 shows that 92.5 percent of respondents who involved in the study have over 30 years age while 7.5 percent were under 30 years age.

Information regarding marital status of the respondents

Table 4.2: Marital Status N=40

<table>
<thead>
<tr>
<th>Age group</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Single</td>
<td>6</td>
<td>15.0</td>
</tr>
<tr>
<td>Married</td>
<td>34</td>
<td>85.0</td>
</tr>
<tr>
<td>Total</td>
<td>40</td>
<td>100%</td>
</tr>
</tbody>
</table>

Source: Analyzed Data 2014
The findings in table 4.2. and figure 4.2 shows that 85% of respondents are married. While 15% were not married.

Information about the Gender of the respondents

Table 4.3: Number of LCD Employees Distributed by Gender N=40

<table>
<thead>
<tr>
<th>AREA</th>
<th>NUMBER OF EMPLOYEES</th>
<th>PERCENTAGE</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>MALE</td>
<td>FEMALE</td>
</tr>
<tr>
<td>LCD-HEAD OFFICE</td>
<td>17</td>
<td>13</td>
</tr>
<tr>
<td>LCD-Ubiri Ward</td>
<td>4</td>
<td>6</td>
</tr>
<tr>
<td>Total</td>
<td>21</td>
<td>19</td>
</tr>
</tbody>
</table>

Source: Survey Results 2014

The findings in Table 4.3. show that 53% of respondents more are Male while 47% were Female.
The findings in Table 4.3 and Figure 4.3 shows that 53% of the respondents are more male while 47% were female. The respondents were classified depending on their respective gender shows that 17 respondents representing 57% of the population were male, and 13 [43%] respondents were female.

Source: Survey Results 2014
Information about Respondents level of education

Table 4.4: Highest Education Qualification N=40

<table>
<thead>
<tr>
<th>Category</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Primary Education</td>
<td>NIL</td>
<td>0.0%</td>
</tr>
<tr>
<td>Secondary Education</td>
<td>6</td>
<td>15%</td>
</tr>
<tr>
<td>University Education</td>
<td>34</td>
<td>85%</td>
</tr>
<tr>
<td>Total</td>
<td>40</td>
<td>100%</td>
</tr>
</tbody>
</table>

Source: Analyzed data 2014

Figure 4.4 Highest Education Qualification

Source: Analyzed Data 2014

The findings in Table 4.4 and Figure 4.4 based on education background, majority of respondent 15% have either Secondary or Certificate. While other 85% respondents have had University Degree [Bachelor and Master’s]. Information about how long the Respondents in working in LDC
Table 4.5: Experience of Respondents N= 40

<table>
<thead>
<tr>
<th>Categories</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Less than 2 years</td>
<td>2</td>
<td>5</td>
</tr>
<tr>
<td>2-5 years</td>
<td>8</td>
<td>20</td>
</tr>
<tr>
<td>6-10 years</td>
<td>11</td>
<td>27.5</td>
</tr>
<tr>
<td>More than 10 years</td>
<td>19</td>
<td>47.5</td>
</tr>
<tr>
<td>Total</td>
<td>40</td>
<td>100%</td>
</tr>
</tbody>
</table>

Source: Analyzed Data 2014

The findings in Table 4.5 shows that majority of respondents have been working in LCD for more than two years. This shows that, the respondents has a wider and in depth experience in sector and therefore are more likely to have relevant information regarding the subject under research.

Figure 4.5: Experience of Respondents

Source: Analyzed data 2014
The findings in Figure 4.5 the respondents working in LCD for less than 2 years is 5%, two up to 5 years is 20% six up to ten years is 27.5% and over ten years is 47.5%.

4.3. Data Analysis and Discussion
The chapter presents the study finding based on data collected during survey. The study was done to investigate the factors issues in employee engagement at Lushoto District Council.

The study survey was conducted and involve issue in employee engagement at Lushoto District Council.

The survey was done within the sample framework and data were collected data based on the key issued under the study. The targeted respondents were drawn randomly from different areas of these targeted almost equally 92% were covered and responded accordingly. This was considered to be a reasonable percentage to better study results.

4.4. Analysis of in-depth Discussion in Questionnaire, Interviews, Observation and Documentary
Questionnaire was sent to 40 respondents. The returned questionnaire was equal to 100%. Below is a trend of questions and answers distributed and collected to and from respondents.

<table>
<thead>
<tr>
<th>Area</th>
<th>Questionnaires Distributed</th>
<th>Questionnaire Collected</th>
<th>Percentage of Questionnaire respondents</th>
</tr>
</thead>
<tbody>
<tr>
<td>LCD-Head Office</td>
<td>30</td>
<td>30</td>
<td>100%</td>
</tr>
<tr>
<td>LCD-Ubiri Wards</td>
<td>10</td>
<td>10</td>
<td>100%</td>
</tr>
</tbody>
</table>

Source: Survey Results 2014
The finding in Table 4.6. noted that most of employees suffer from lack of technical and management skills.

**Figure 4.6: Number of LCD Distribution**

![Bar chart showing LCD distribution](image)

*Source: Survey Results 2014*

**4.4.1 Education and Skill Levels**

Based on education background, majority of respondent 85% have either Secondary or Primary education. Few respondents have had Degree education.

**4.4.2 Impact of Workplace Absence**

A certain level of workplace absence is to be expected and can be beneficial for an organization. Attending work when genuinely unwell is a health and safety issue for both the sick employee and others in the workforce. On the other hand rates of absence are costly and impact on individuals, business units and the organization as a whole.

Findings showed that majority of employees excessive absences often coincide with poor performance, high turnover rates and low organizational commitment.
Productivity gains and cost savings can be achieved by even a small reduction in absence.

Lastly, finding by Researcher, at Lushoto District Council causes of workplace absence, understanding the cause of workplace absence is not always straightforward absence behavior is variable and complex. For the same individual, absence is likely to have different causes at different times and in different contexts.

4.4.3 Developing and supporting Directors
Good line management at Lushoto District Council is a key driver of staff performance, engagement and attendance. There is considerable scope for Directors to influence employee motivation to attend work by changing their management practice. Even where there is limited flexibility around job requirements, Directors can improve the experiences of employees through effective recruitment [engagement the right person for job], providing effective feedback and establishing a collaborative workplace culture.

4.4.4 People Management Practice
Where high absenteeism is presenting a problem, motivational factors related to the employee’s levels of engagement may be a contributing factor. Low engagement has been linked to high absence rates, with research a fortune 100 District Council finding that absences in low engagement teams averaged 8% with turnover at 14.5%. In a highly engaged team, absences averaged 4.8%, and turnover average 4.1%. Findings showed that, better practice approaches are now focusing on engagement-getting employees to turn up and tune in. Focus on engagement can lead to a number of possible benefits including improved attendance, improved performance, and reduced turnover.

Surveys can provide insight into how employees feel about their rule in the organization, the level of empowerment in the job, team work and collaboration, training, and their satisfaction and loyalty toward the organization.
People management policies and practices targeted at keeping employees motivated and engaged including recruitment practice, training and development programmes, performance appraisal schemes, fair and equitable treatment and job design.

Finding showed that, due to the nature of work, Lushoto District Council may be restricted in their capacity to address these issues. For example, client service areas and regional areas tend to be characterized by limited mobility and flexibility in job design, the focus in these areas should be on affective recruitment and management practices that create an open and supportive environment.

4.5 Analysis of Research Questions
Research question 1: to investigate whether there is a problem of employee engagement in Lushoto District Council.

Table 4.7: Problems facing Issue in Employee Engagement Operations

<table>
<thead>
<tr>
<th>S/NO</th>
<th>CASE OF PROBLEM</th>
<th>POSITIVE [RESPONDENT]</th>
<th>NEGATIVE [RESPONDENTS]</th>
<th>TOTAL [RESPONDENTS]</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Management problem</td>
<td>80%</td>
<td>20%</td>
<td>100%</td>
</tr>
<tr>
<td>2</td>
<td>Lack of coordination between employees and employer</td>
<td>75%</td>
<td>25%</td>
<td>100%</td>
</tr>
<tr>
<td>3</td>
<td>Lack of employer setting up work systems</td>
<td>85%</td>
<td>15%</td>
<td>100%</td>
</tr>
<tr>
<td>4</td>
<td>Insufficient salaries to covers necessary cost of running their live</td>
<td>86%</td>
<td>14%</td>
<td>100%</td>
</tr>
<tr>
<td>5</td>
<td>Poor training and development schemes</td>
<td>65%</td>
<td>35%</td>
<td>100%</td>
</tr>
</tbody>
</table>

Source: Survey Results 2014
Among surveyed employees at Lushoto District Council, some have been engaged in employee for about 10 years, therefore have enough experience to operating in employee and better position to explain their career.

**Figure 4.7: Problems Facing Issue in Employee Engagement Operation**

![Bar chart showing employee engagement issues](image)

**Source:** Survey Results 2014

**Question One**

**What are the levels of employee engagement in Lushoto District Council?**

According to the researcher finding, at Lushoto District Council there was no a problem of employee engagement because the employer setting up work system. Engagement and job satisfactory in Lushoto District Council engagement and job satisfactory is closely linked to that of engagement. Job satisfaction refers to the attitudes and feelings people have about their works. Positive and favorable attitudes towards the job lead to engagement and therefore job satisfaction. Negative unfavorable attitudes towards the job indicate job dissatisfaction.

Making arrangement in the form of defined or understood responsibilities and relationship to enable those people to work cooperatively together.
**Question Two**

**What are specific reasons behind employee engagement or disengagement in Lushoto District Council?**

The following were revealed by the researcher in Lushoto District Council:-

**Environment**

- The Director creates the conditions that encourage high performance and effective discretionary behavior.
- The workplace processes equipment and facilities, and the physical conditions in which people work.
- The proper attention is paid to providing healthy and safe working conditions, job security is a major consideration, and personal growth needs are taken into consideration.

**Leadership**

The degree to which jobs encourage engagement and positive discretionary behavior very much depends upon the ways in which job holders are led and managed. Directors and team leaders often have considerable discretion over how jobs are designed, how they allocate work, and how much they delegate and provide autonomy. They can spell out the significance of the work people do. They can give them the opportunity to achieve and develop, and provide feedback that recognizes their contribution.

**Question Three**

**What are the impacts of the employee engagement on the performance of Lushoto District Council?**

The researcher revealed that in Lushoto District Council employee engagement takes place when people at work are interested in and positive, even excited about their jobs and are prepared to go the extra mile to get them done to the best of their ability.

**Rational aspect**
• The employees of Lushoto District Council understanding their role, where it fits in the wider organization and how it aligns with business objectives.

• **Emotional aspect**
The employee of Lushoto District Council were done with how people feel about the organization, whether their work gives them a sense of personal accomplishment and how they relate to their manage.

• **Opportunities for Personal Growth**
Most employees want to get on people enjoy learning – there is no doubt about it and it touches on an important “treat people right” principle for both organizations and employees. The value of continuous, ongoing training and development, learning is a satisfying and rewarding experience and makes a significant contribution to intrinsic motivation.

**Opportunities to Contribute**
Engagement is enhanced if employees have a voice that is listened to. This enables them to feed their ideas and view upwards and feel that they are making a contribution.

• **Job Design**
Specify the contents, methods and relationship of jobs in order to satisfy work requirements for productivity, efficiency and quality, meet the personal needs of the job holder and thus increase levels of employee engagement.

The process of job design is based on an analysis of the way in which work needs to be organized and what work therefore needs to be done- the tasks that have to be carried out if the purpose of the organization or an organizational units is to be achieved. This is where the techniques of process planning and systems analysis are used to achieve improvement in organizational performance has to start from work requirement because that is why the job exists.
-When the tasks to be done have been determined it should then be the function of the job designer to consider how the jobs can be set up to provide the maximum degree of performance and production. To fulfill the social responsibilities of the organization to the people who work in it by improving the quality of work life.
CHAPTER FIVE

CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

The chapter discusses the findings of the study by drawing together all the issues of research and link back to the aim and objectives which were outlined at chapter One. The overall objective of this study was to investigate of employee engagement taking in Lushoto District Council as the case study.

5.2 Summary

The study was about the issues of employee engagement in which Lushoto District Council were used as the population of the study. The objective of this Research was to investigate factors that influence Issues of employee engagement. The Research went further examining whether there is a problem of employee engagement and to identify the specific reason for employee engagement or disengagement. Finally to assess the negative or positive impact of employee engagement in Lushoto District Council.

The study was significant as it provides necessary information regarding employee engagement in Lushoto District Council was very important as it fill the information and knowledge gape on the subject and hence provide the basis for strategic and policy decision towards enhancing performance among employees in Lushoto District Council. This research used a case study design whereby Head Office and Ubiri Wards were selected to present other employees and Leaderships which are found in other Department/Wards.

Purposive sampling was used to obtain employees and Leaderships. This group of respondents were used obtain key information was used to select. On the other hand, random sampling was used to select the employees to be involved in the study from each department or section and Wards forming Lushoto District Council namely Ubiri Ward and head Office. This was done to avoid the possibility of obtaining bias
information from respondents. Questionnaire and in-depth interview were used to collect data and information related to this study. The data analysis was done using both qualitative and quantitative methods. Whereby, qualitative information was analyzed using content analysis and quantitative data were cleaned, coded and analyzed using SPSS, while the results were presented in tabular and narration forms as the case may be.

5.3 Conclusion
The study finding underscore the significance of issue in employee engagement and that becoming essential and significant to the uneducated majority Tanzanians.

5.4 Recommendations
(i) Is made that arrangement be made by the Lushoto District Council Director and their team leader to have a system that all employees must be training in order to increase building capacity to their daily activities.

(ii) Director of Lushoto District Council understanding how to meet the needs of their employees and focus on the specific areas of improvement that have the largest impact on engagement and business results.

(iii) Highly engaged employee will consistently deliver beyond expectations and to increasingly capacity to manage employees engagement is closely related to its ability to achieve high performance levels and superior business results.

(iv) Employees in Lushoto Distrciti Council they do not operate or running their daily activities in isolation, employers can understand how to meet the needs of their employees and focus on the specific areas of improvement that have the largest impact on engagement and business results.

(v) Staff in Lushoto District Council should be trained after few years in order to couple with the rapid technology and increase their knowledge of work and
experience in work. Known the weakness areas and which measure to be taken.

(vi) Fair evaluation of an employee’s performance is an important criterion for determining the level of employee engagement. The LDC which follows an appropriate performance appraisal technique will have high levels of employee engagement.

(vii) The LDC should have a proper pay system so that the employees are motivated to work in the organization. In order to boost his or hers engagement levels the employees should also be provided with certain benefits and compensations.

5.5 Area for Further Study
It is quite clear that employees at the Lushoto Need various strategies and initiative to become more competitive for sustainable growth in there are of working.
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APPENDICES

Appendix 1: Research Questionnaire
Sir/Madam,
I’m a Tanzanian student at Mzumbe University – Dar es Salaam Business School carrying out a study on “The Issues in Employee and Engagement in Lushoto District. This study is a requirement for the completion of the master program in Procurement and Supply Chain Management (MSc. PSCM). The study aims at examining the Influence of employee and engagement that faces the Local government during their daily activities.

It is hopeful that the findings of this study will raise Government awareness on the employee and engagement during their daily activities and also contribute to the research community on current studies on problems in an influence of employee and engagement in developing countries.

For each question, select the alternative(s) that best fits your views on the topic. To answer each question, tick or underline the option(s) that suit(s) your opinion. I’m interested in your opinion as there is no right or wrong answer. The information you provide will be confidential. Thank you for accepting to be part of this project.

1. Your highest Level of Education Obtained
   (i) No formal schooling.
   (ii) Bachelors degree or equivalent
   (iii) Primary School Certificate
   (iv) Master degree or equivalent
   (v) Secondary leaving Certificate
   (vi) PhD or equivalent occupation
   (vii) High School leaving Certificate
   Others (specify)

2. Your recent position:
(i) Procurement and Supplies Officer
(ii) Accountant Assistant
(iii) Transport Officer
(iv) Director
(v) Human Resources Management

Others (specify)

3. **Where would you like to be employee?**
   (i) Rural
   (ii) Urban
   (iii) Any where

   Others (specify)

4. **How did you/your organization get to know about the influence of internal control**
   (i) Internet,
   (ii) Fixed phone,
   (iii) Mobile phone,
   (iv) Desk top computer,
   (v) Lap top computer,
   (vi) Local TV channels (CRTV),
   (vii) Foreign TV channels,
   (viii) Radio,
   (ix) Fax,
5. **Do you/your organization own or have access to any of the following means of communication; desk top computer, mobile phone, lap top computer, fixed phone, local TV channels (CRTV), foreign TV channels, internet, radio, fax and others?**
   (i) Yes,
   (ii) No

6. **Select the specific mode(s) of communication that you/your organization own or have access to:**
   (i) Internet,
   (ii) Fixed phone,
   (iii) Mobile phone,
   (iv) Desk top computer & internet,
   (v) Lap top computer & internet,
   (vi) Local TV channels (CRTV),
   (vii) Foreign TV channels,
   (viii) Radio,
   (ix) Fax,
   Others

8. **Did you do any job for pay as listed below last week**
   (i) Self- employed (small or big) non-agriculture activities
   (ii) Agriculture
(iii) Other specific
(iv) No
(v) Employed by other organization

THANK YOU