

# Impact of Employee's Engagement on Organizational Performance of TIB Bank Limited, in Dares salaam, Tanzania

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## Abstract

*The objective of this study was to determine the Impact of Employee's Engagement on Organizational Performance of TIB Bank Limited, in dares salaam, Tanzania.*

*This is a survey study which is based on data collected by questionnaire from 131 respondents from TIB Bank Limited, In Dares salaam, Tanzania.*

*Data was analyzed by simple regression by SPSS to test the hypothesis aimed at determining the prediction strength of employee's engagement on organizational performance variations of TIB Bank Limited, In Dares salaam, Tanzania.*

*The findings show that employee's engagement is a significant predictor of organizational performance variations of TIB Bank Limited, In Dares salaam, Tanzania, by 54%.*

*This study has recommended TIB Bank to put emphasize and thus invest enough resources in promoting employee's engagement of its employees to boost its organizational performance.*

**Key Words:** Employee Engagement; Organizational Performance; Business Performance; TIB Bank Limited in

## 1. Introduction

Globally employee engagement seems to be recent concept but it exists back over 20 years ago. During 70's and 80's human resource department focused on employee satisfaction where by employee engagement was taken to be important aspect for the implementation of organization policies. By then the focus turned from employee satisfaction to employee commitment since employee engagement was the best driving forces to organization development so the best employee motivation influences meeting organization goals and objectives (Gibbons, 2006).

In Africa especially South Africa, the concept influenced organizations to keep consideration in retrenchment, restructuring, employee satisfaction and employer and employee best relationship in the company practice. Continuous improvement of these aspect lead to profitability and suitability of company as per certain period of time (Mayeye, 2013).

For the best performance of the organization and winning of the competition in the industries or company positive employee engagement should be emphasized a lot as a strategic tool in administrative aspect of organization in order to influence company performance as per best coordination of employee engagement (Dicke, 2006).

In Tanzania, employee engagement has become among the first priority for senior executives, since it brought about a great level of development to companies since the employees constitute a foundation of a company (Kilala, 2017). This has promoted employee motivation mainly through the provision of the company incentives. Such incentives have resulted into employees being satisfied enough, hence increase the working morale, a necessary condition for organization performance (Mutabingwa, 2017). Several companies have been encouraged by the fact that the highly engaged employees have displayed the ability of increasing innovation, creativity, productivity and company profitability as per certain period of time (Mayeye, 2013).

Previous studies suggest that, employee engagement influences organizational performance (Hayday, Robson and Perryman, 2004, Mayeye, 2013, Mutabingwa, 2017 and Kilala, 2017). In Tanzania, organizational performance in public banking industry have been in blame since 1960's following failure of socialist economic ideology which had seriously paralyzed civil servant work morale and eroded employee's engagement (Mgeni, T. 2012 and Lutufyo, H. 2013).

It has been established by previous studies that, socialist public banking sector productivity and organizational performance depended more on coercion than motivated and engaged employee's due to monopolized labor market which denied alternatives to the banking employees (Mgeni, T. 2016). Public sector enjoyed a monopoly of business and labor market to all banking professionals following dismissal of the private sector in 1967 Lutufyo, H. 2013.

Public sector's reforms which populated post 1980's liberal economic policy reforms among other things attempted to restore employee engagement which had been seriously eroded by negligence of authorities in the socialist era Lutufyo, H. 2013).

Lack of competition caused by public sector's monopoly socialist policies made human resource managers of public enterprises to ignore motivational and other factors contributing to employee's engagement (Clarke J., & Wood, D. 2001 and Wolde, A.M, 2017).

Performance in public sector in Tanzania has proven to be resistant to its improvement despite numerous reforms between 1980s and 2000s. Previous studies have established the main forces behind the trend among other factors to be failure of the reforms to address the aspect of employee engagement. In the right of this view the fifth regime (2015-2020), have made tremendous reforms in the public sector to ensure accountability and reduce factors that had eroded employees engagement in the private sector for decades. The president has established the reason for the reforms to be an open approach to improve organizational performance in public sector.

This study attempts to determine the impact of employee engagement on organizational performance of TIB bank limited in Dar es salaam, Tanzania. This came as a response to the ongoing reforms in public sector including public banking aimed at improving organizational performance of public sector.

While the government major reforms in public sector based on the existing knowledge on various factors affecting organizational performance such as organizational culture, accountability, responsibility, managerial styles and related factors, a little is known in Tanzania on the link between employee's engagement and organizational performance of public sector. Although the scope of This study is TIB bank limited and thus not exhaust the entire public sector, it provide a starting point in psychometric studies in this area by shedding light on the link between employee engagement and organizational performance in the banking industry.

## **2. Literature Review**

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

#### **2.1.1 Employee Engagement**

Is a term which shows the relationship between employer and employee in different aspect of management (Vidya and Lukas, 2019). It is taking of positive actions to further organization status and credibility as to engage employee and providing them value of being a part of a company creates the best conducive environment for workers to be much motivated and to work hard in order to archive organization goals in the organization. Well engaged employee has positive attitude toward organization and value of the company as per certain period of time (Matyoka, 2018).

Employee engagement is a concept that denotes the need to assist in archiving sustainable development, while at the same time minimize workers inferiority, improving relationship management between employer and employee, and creating conducive environment in solving employee problems (Dicke, 2006). A number of scholars, such as (Malcom, David and John, 2000), argue that the increasing different issues concerning employee engagement this is due to benefits to the risen from and employee engagement (Sairop, 2010). Different institution raises their concern toward best organizational performance, as in past the government of Tanzania was not having clear laws and regulations on how to engage employee, checking on employee rights and guidelines of promoting employee. Tanzania as for now it is among the countries signed over the labor laws and employee right for fighting of any problems across organizational performance (Makala, 2018).

Since the awareness of employee engagement has become popular in supporting organization performance and in increased production pattern, as for today, its importance is still increasing in both public and private entities as a policy instrument for best performance of a particular organization (Richman, 2006). On top of all these, there is a number of observable factors which hinder the excellent implementation of employee engagement, which includes poor policies enacted for employee engagement, company attitude toward employee engagement, inefficient practices of employee engagement (Chandan and Mishra, 2012).

One would note that the presence of all these factors denies the implementation of employee engagement to some organization and relevant rights of employee in organizations (Dicke, 2006). So the facts of having these scenarios in the companies this do compelled the researcher to carry out the study on influence of employee engagement on organization performance in order to reveal the valuable aspect found due to best employee engagement in the companies.

For the purpose of This study employee engagement was used to mean the level of dedication and commitment shown by the employee to the job assign to him or her and to the institution attached to, resulting from the relationship between employer and employee in different aspect of management which.

### **2.1.2. Organizational Performance**

It is the accomplishment of given task of which measure with known standards of accuracy, completeness, cost and speed (Oxford Advanced Dictionary, 2000). It is a term which is used in monitoring and evaluation of different organization functions in the organization since performance tend to measure the presence of workers ability and achievements in performing different organizations tasks (Shety, 2012). Under contract view its just fulfillment of obligations in a context that reviles from liabilities under the contract and archiving organization goals which have placed by organization under certain period of time (Boikanyo, 2012).

Performance is a recurrent theme in most branches of management. (Venkatraman, &Ramanujam, 1986) There has been a debate among researchers on what business performance is all about (Dess& Robinson,1984 and Barney,1997). The fact that, Business performance is a multidimensional concept, might have somehow contributed to the lack of unanimity in defining business performance (Hansen &Wernerfelt, 1989 and Wiklund& Shepherd, 2005). Most of the studies reviewed, used business performance and organizational performance interchangeably suggesting that there are no conceptualization differences between the two concepts. Studies like; Yang, (2008), Aziz, et al.,(2013)a, Arshad, &Rasli, 2013, and Arief, Thoyb& Sudiro,2013). Javier, (2002) as cited by Abu-Jarad, Yusof&Nikbin,(2010), associates, business performance with the famous 3Es (economy, efficiency, and effectiveness) of a certain program or activity. On the other hand, Daft (2000), defined organizational performance as the organization's ability to attain its goals by using resources in an efficient and effective manner. Likewise, Maalu, (2013), based on Steers, (1982), defined firm performance as efficiencies and effectiveness in terms of utilization of resources as well as the accomplishment of its goals (Dess& Robinson, 1984and Ricardo 2001)

Previous studies suggest that, business performance is a multidimensional concept which cannot be adequately captured by a single dimension. Some have considered performance to be input oriented; others have focused in the process while some have associated it to the organizational output. This study focus into business performance conceptualization in terms of organizational output coined in by WU 2009 as multidimensional business performance which is basically measured by CEOs perceptions as opposed to objective measures used in corporate business performance. In other words, Organizational Performances according to Wu, 2009, is conceptualized as the output of the organizational functioning constituting of Growth in market shares, Quality of products and services offered, Growth of returns on assets (ROA), Growth of return on investment (ROI), Growth of return in equity (ROE), Growth of return on sales, Growth on exports and Growth in the size of the firm

### **2.2. Employee's Engagement and Organizational Performance**

Mkama (2014) of Tanzania conducted his study on 'Issues in Employee Engagement' in the Lushoto District Council, which found out that some of problems facing employee engagement in the district included the lack of coordination between employer and employee, lack of employer setting up system, management problem and insufficient salaries to cover necessary cost of running their life, so these problem have been caused the level of engagement to be low hence study recommends that from the best organization performances employee engagement it is the best practices that should be well emphasized in the organization (Chanchai, 2019).

Mwirigi (2014) conducted a study in Kenya 'The Perceived Relationship between Employee Engagement and Organizational performance the Kenya Medical Training College Headquarter. The study findings indicate that the success of organization is mainly influenced by human resource as the despite having adequate supplies of equipment and other resources, without effective employees nothing can be performed well. It is only after having well engaged staff that they may bring about the competitive advantage that shall manifest into higher productivity and higher performance. The study recommends that the use of team in pursuing different organizations functions influence the adherence to work instructions (Chadel, 2007).

Gikanyo (2018) in his dissertation titled on Employee Engagement and Performance of Research and Training of State Corporation of Kenya, has been discovered that research and training are important drivers in economic development and key influence in implementation of employee engagement as per certain period of time. Though in Kenya research and training cooperation's have specifically been criticized due to unpredictable and unsatisfactory performance, the State Corporation has kept little emphasis on employee engagement, though there is empirical support that employee engagement has significance on organization performance. The study suggests that employers should create conducive conditions at the work place so as lead into fulfilling of organization goals and objectives; as well as motivates employee to put extra effort to ensure their achievements (Singht, 2018).

Robson (2017) of the United states of America (USA), on his study titled 'Challenges of Employee Engagement' observed that Human Resource (HR) professionals have formidable task in managing current trends in the US labor market has improved the economic conditions. This has, therefore played role in increased demand of hiring staff. Moreover, the study noted that many HR officers view employee engagement as top human challenges as demonstrated by 38% of HR professional maintained high employee engagement was their currently organization human capital challenge. About 20% were of the opinion that employee engagement would remain the greatest challenge for next 10 years (Nalin and Mohd, 2019). Then researcher reveals that employee engagement it is priority not only in US but also in other countries since it emphasize the best relationship between employer and employee which resulted into effective organization development (Samason, 2002).

Kilala (2017) of Tanzania who examined the Effects Of Employee Engagement Toward Organization Performance in Public Sector a case of Dar es salaam sewage corporation (DAWASCO), The study findings established that employee engagement become top business priority for senior executive as a business leader and stake holders know that having best performing workforce it is important for growth and survival of the of the company as they have been recognized that high engaged employee are well and result oriented on innovation, productivity and increasing performance while looking other way of reducing other organization cost strategically, then the study recommends that for the best performance of organization employer should enhance mutual participation with employee during decision making of the organization in various aspect of the organization (Matyoka, 2018).

Within the scope of literature search, previous studies on the link between employee engagement and organizational performance literature agrees that Employee engagement is a significant predictor of organizational performance

### 2.3. Research Hypothesis

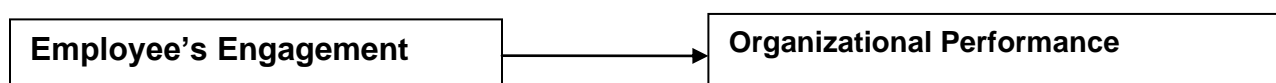
Based on the literature review this study tested the following hypothesis:

**Ho:** Employee engagement is not significant predictor of organization performance of TIB bank limited, in Dar es salaam, Tanzania.

**H.I:** Employee engagement is significant predictor of organization performance of TIB bank limited, in Dar es salaam, Tanzania.

### 2.4. Conceptual Framework

Figure 1.0. The Link between Employee's engagement and Organizational Performance of TIB bank Limited.



Source: Previous studies on the link between employee's engagement and organizational performance of banking sector

As shown in Figure 1, This study examines the link between employee's engagement and organizational performance of TIB in Dar es salaam, Tanzania. Employee's engagement is conceptualized as a combination of commitment, motivation, trust and loyalty of the employee to the job assigned to him or her and to the institution where the employee is working. On the other hand, organizational performance is conceptualized as the output of the organizational functioning constituting of Growth in market shares, Quality of products and services offered, Growth of returns on assets (ROA), Growth of return on investment (ROI), Growth of return in equity (ROE), Growth of return on sales, Growth on exports and Growth in the size of the firm

### 3. Research Methodology

#### 3.1. Research Design

This study used survey research design by structured questionnaires. Data was collected using structured questionnaires. Structured questionnaires survey design was found suitable for This study because it saved time and cost, also minimized researcher's bias because questionnaires was administered to the respondents without interference by the researcher as suggested by Wilcock, (2014) and Fowler, (2002).

#### 3.2. Research Sample and Population.

The study used **Census** Methods in which all 131 TIB employees were administered with structured questionnaires. This study used census method because the population size is small and relative manageable and more accurate. The population that was used in this study comprised of staffs from different department which include Human Resource Department, Finance and Administration Department, Branch Service and Marketing Department, Corporate Banking Department, Operations and Service Delivery Department, Legal Department, Credit Department, Treasury Department, Procurement Department, Managing Director Office, internal Audit Department, Risk and Compliance Department and Top-Level Management of which study need the contribution of any other employees found in the organization.

#### 3.3. Research Methods

This study used quantitative research method because the study is based on widely researched phenomenon and thus require a method which allows objective hypothesis testing. According to Edmondson and McManus, (2007), widely researched phenomenon require quantitative research method which allows objective hypothesis testing.

#### 3.4. Instrumentations

This study used a **twin questionnaire** comprising of **Employee Engagement Questionnaire (EEQ)** developed by Juneja, P (2015) and reviewed by Management Study Guide Content Team(MSG). The second part of the questionnaire is an output based **Organizational Performance Questionnaire (OPQ)**, developed by Wu, 2009.

Researcher, as well, use in-depth personal interviews to obtain information from intended respondents. The reason for the use of this method is to increase the assurance of getting more and accurate information from the respondents because meet face to face with the respondent as recommended in psychometric studies like this (Isheeneqet, 2014).

### 4. Data Analysis And Interpretation

To test the hypothesis that 'Employee engagement is not a significant predictor of organization performance of TIB bank limited, in Dar es salaam, Tanzania', simple regression by SPSS was used to analyze data and its findings is summarized in table 4.1.

Table 4.1 Regression Equation: Employee Engagement as A Predictor Of Organizational Performance Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	1.089	.308		3.539	.001
Employee Engagement	.763	.072	.732	10.634	.000



Dependent Variable: Organizational Performance\_  
Source: SPSS Analysis

As shown in table 4.1, the Beta coefficients for the predictor is  $\beta = 0.732$ ,  $t = 10.634$ ,  $*p < .001$ ; The best fitting model for predicting variations in organizational performance at TIB in Dar es salaam, Tanzania,

The regression equation (model) in table 4.1 can thus be summarized as:

$$OP = 1.089 + 0.763(EE)$$

Where : OP is Organizational Performance

EE is Employee Engagement.

Confident table (table no. 4.1) further shows that the level of confidence P value of the regression model is 0.000 which is potentially less than 0.01 (two tails) and thus significant. This implies that there is a big possibility that the regression model ( $OP = 1.089 + 0.763(EE)$ ) is capable of predicting variation of dependent variable. Although the regression equation is significantly capable in predicting the variations in the dependent variable, it is not enough evidence that employee engagement is a significant predictor of organizational performance at TIB in Dares salaam, Tanzania. ANOVA analysis presented in table 4.8 presents the findings on the significance of the prediction power of the independent variable on the dependent variable.

Table 4.2 Significance of the predictor  
ANOVA<sup>a</sup>

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	18.516	1	18.516	113.072	.000 <sup>b</sup>
Residual	16.048	98	.164		
Total	34.564	99			

a. Dependent Variable: Organizational Performance\_

a. Predictors: (Constant), Employee Engagement

Since the P value of the regression model ( $OP = 1.089 + 0.763(EE)$ ) is found to be 0.000, which is basically less than 0.01 there enough evidence to reject the null hypothesis that employee engagement is not a significant predictor of organizational performance at TIB in Dar es salaam, Tanzania. At, 0.01 level of significance (two tails), we conclude that employee engagement is not a significant predictor of organizational performance at TIB in Dares salaam. Although the ANOVA table (table no. 4.2) has given us enough evidence to conclude that employee engagement is a significant predictor of organizational performance at TIB in Dares salaam, Tanzania, ( $P = 0.000$ ;  $< 0.001$ )., it does not specify the magnitude of the prediction power of the independent variable on dependent variable's variations. Table 4.2 presents the findings on the magnitude and prediction power of employee engagement on organizational performance at TIB in Dar es salaam, Tanzania

Table 4.3, Coefficient of Determination (R<sup>2</sup>)

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.732 <sup>a</sup>	.536	.531	.405

a. Predictors: (Constant), Employee Engagement

b. Dependent Variable : Organizational Performance\_

The Coefficient of determination ( $R^2$ ) for the regression model ( $OP=1.089+0.763(EE)$ ) is found to be 0.536 (as shown in table 4.3) implying that **employee engagement can predict 53% of the variations in organizational performance at TIB bank limited, in Dar es salaam, Tanzania.**

Based on the findings it can statistically be concluded that employee engagement is a strong predictor of organizational performance at TIB bank limited, in Dares salaam, Tanzania.

According to Mizner 2016, when coefficient of determination ( $R^2$ ), fall within the range of 0.50 to 0.59 denotes moderate prediction strength of the predictor. To conclude, the findings in table 4.1, 4.2 and 4.3 provides statistical evidence enough to conclude **that** employee engagement is a significant moderate predictor of organizational performance variations at TIB bank limited, in Dares salaam, Tanzania.

## 5. Conclusion And Recommendations

Based on the findings from data analysis, this study concludes that Employee engagement is a significant predictor of organizational performance at TIB Bank Limited in Dar es salaam, Tanzania.

The Coefficient of determination ( $R^2$ ) for the regression model ( $OP=1.089+0.763(EE)$ ) is found to be 0.536 (as shown in table 4.4) implying that employee engagement can predict 53% of the variations in organizational performance at TIB Bank Limited in Dares salaam, Tannzania. Based on the findings it can statistically be concluded that employee engagement is a moderate predictor of organizational performance at TIB Bank Limited in Dares salaam, Tannzania. According to Mizner 2016, when coefficient of determination ( $R^2$ ), fall within the range of 0.50 to 0.59 denotes moderate prediction strength of the predictor. It can thus be concluded that Employee engagement is a significantly moderate predictor of organizational performance at TIB Bank Limited in Dar es salaam, Tannzania.

### 5.1. Policy Recommendation

Based on the findings presented in chapter four, this study recommends the following to TIB Bank Limited in Dar es salaam, Tannzania and other stakeholders:

#### 5.1.1. Investment in Employee engagement;

since the findings of this study shows that employee engagement predicts 54 % of organizational performance variations, this study recommends that, TIB Bank Limited in Dar es salaam, Tanzania should put a high priority in employee engagement of its staff because it can result into higher organizational performance for the development of the organization.

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