THE INFLUENCE OF EMPLOYEE ENGAGEMENT ON EMPLOYEES PERFORMANCE: *THE CASE OF TELECOMMUNICATION COMPANIES IN TANZANIA*

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ABSTRACT

This paper examined the relationship between employee engagement and employee performance whereby job demand and resources model together with social exchange theory guided the study. The study used primary data collected from 106 employees from telecommunication companies that are practicing proper human resources management. The data collected through questionnaires were analysed by multiple regression analysis. Also descriptive statistics were generated for description of the respondents' profile. The findings show that employee engagement, in its dimensions (vigour, dedication and absorption), has a significant relationship with employee performance measured in terms of employee productivity, innovation and turnover. In this regard, employee engagement is positively related to productivity and innovation, while it is negatively related to turnover. On the basis of the findings, it is recommended that management of public and private organisations in Tanzania should promote employees engagement in their companies as it is the base for employees' performance which in turn lead to improved organisation performance.

INTRODUCTION

The shifts in the global economy on technology, market and demography have prompted the need for organizations to find innovative ways to address new technological, demographic and marketplace realities (Leadership Insight, 2009). High technological advancement has progressively led to the high demand of experts and technical staffs in opposition to the past time where there were few professionals and technical workers (Markos, 2010). These changes in the quality of workers require an adjustment in administration style from brutal force to cautious treatment of workers through motivating them and ensuring that they are happy with their work thence giving their best to the association (Markos, 2010). The above-explained changes have caused managers to shift their attention towards employee side of the organization. Managers are currently focusing on ensuring that the company has the right talent in crucial roles at the right time, as it impacts revenue collection, innovation and organization effectiveness (Ashton & Morton, 2005). To gain competitive advantage organizations need to have the ability to attract, engage, develop and retain talent. Therefore companies are competing for talented people who have high performance and high competence in workplace (Berger & Berger, 2004).

Numerous studies have been done in different parts of the world on the importance of employee engagement on their performance (Perin, 2003 & Robinson, 2004), but in Tanzania there is little knowledge on the matter. Culture in Sub-Saharan Africa like elsewhere plays an important role in shaping management practices and employees' work attitudes and behaviour (Sanga, 2014). Looking at the background of Tanzania from post-colonial era especially after the Arusha declaration in 1967 the rate of development change increased as the socialist policy was applied (*Ujamaa* policy). During that time the government was the controller, manager and the sole employer in the country (Ngowi, 2009). This caused no competition for talents something that limited growth of human resource management skills in Tanzania. However failure of Socialism led the country to economic crisis in 1980s where every consumer good was scarce. The economic depression necessitated the government to liberalise trade and

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with the help from World Bank and International Monetary Fund they started to implement radical transformation) from 1986 (Olomi, 2009). Through Economic Restructuring Programme (ERP) Tanzania government privatized most of its companies causing private sector to become the engine of Tanzania economy today. It is through privatization that most state-owned corporations are now private while the flow of multinational corporations in the country has been on the increase. This has led to the war for talents necessitating companies to ensure employee engagement in their organizations (Ngowi, 2009). Therefore the delay in privatization has caused Tanzanian companies to lag behind in adopting proper human resources management; causing very few studies on employee's engagement in Tanzania.

Companies' have been doing their level best to find something that will distinguish them from their competitors, and that distinguishing factor has to be hardly imitated. Competitive advantage can only be through having competent human resources and can only be maintained through having engaged employees (Havard Business Review, 2013). Perrin (2003) elucidates that engaged employees have willingness and ability to help their company succeed, largely by providing discretionary effort on a sustainable basis, that is they normally do more than what is in their job description. Such kind of human resource management in the organization have been in practice in the Western countries for a long time now. Since the transfer of Human resources management (HRM) practices occurs mostly from developed nations to developing ones in Tanzania few companies have been trying to adopt employee engagement practices from western countries despite of its importance (Aycan, et al., 2007).

In Tanzania for example, colonialism created a work culture in which employees became submissive to and fearful of their superiors. Although colonialism ended about five decades ago people who grew in that period still have a colonial work mind-set and are likely to contaminate new generations with such mind-sets (Sanga 2014). Collectivistic cultural orientation is said to be one of the most outstanding feature of work values in Tanzania (Aycan, et al., 2007). Therefore, adopting HRM practices that have their origin in the Western countries in African countries like Tanzania has some challenges because of the difference in cultural and institutional environment . Notwithstanding the importance of employee engagement on the general performance of the organisation, little is known concerning the relationship between employee engagement and employee performance in Tanzania. Therefore, this study is of paramount importance as it seeks to form basis for the adoption of employee engagement practises by the companies in Tanzania. In this regard the paper examined the influence of employee engagement on employees' performance in Tanzania focusing on the following:

(i) Examine the relationship between employees' engagement and employee productivity
(ii) Examine the relationship between employees' engagements and employee turnover
(iii) Examine the relationship between employees' engagement and innovation

THEORETICAL AND EMPIRICAL PERSPECTIVES

Employee engagement is a comprehensive concept that involves almost all parts of human resources facet (Markos, 2010). Perrin's (2003) defined it as "employees' willingness and ability to help their company succeed, largely by providing discretionary effort on a sustainable basis." According to his study employee engagement is for the most part affected by both emotional and rational factors relating to work and the overall work experience. Robinson et al. (2004) define employee engagement as "a positive attitude held by the employee towards the organization and its value". Engagement is about passion and commitment, the readiness to contribute oneself and grow one's optional efforts to help the business succeed, it is past basic fulfillment with the employment arrangement or essential devotion to the business (White, 2008; Erickson, 2005; Macey and Schnieder, 2008). Therefore engagement equation is a function of maximum job satisfaction and maximum job contribution. Stephen Young, the executive director of Towers Perrin, also distinguishes between job satisfaction and engagement, he contends that, only engagement (not satisfaction) is the strongest predictor of organizational performance (Markos, 2010).

Engagement being a psychological state as described by Bakker & Demerouti (2008), in their *Job Demands and Resources Model (JD –R Model)*, comprises vigor, dedication and absorption. Vigor is when an employee has high levels of energy and mental resilience while working, and persistence in the face of difficulties. Dedication is defined as a sense of significance, eagerness, motivation, pride, and challenge. Absorption is fully concentrating and being cheerfully occupied in one's work, to such an extent that time passes rapidly and one finds it difficult to leave the work. Though there are a lot of definitions on employee engagement this paper relies on work engagement as the self-investment of personal resources in his or her work. Engagement represents a commonality among physical, emotional, and cognitive energies that individuals bring to their work role (Rich et al., 2010). Vigor, dedication and absorption are as well key indicators of engagement used in this paper.

Performance is a combination of both financial and non-financial indicators, which offer information on the degree of accomplishment of goals and results (Lebans & Euske 2006 and Kaplan & Norton, 1992). Despite the financial and non-financial indicators, in this paper employees performance is measured by productivity, innovativeness and low turnover. Employee productivity entails the ability of employees to use less resources including both time and material to produce more output. Workers' human capital is a key factor that determine employee or workers' productivity (Abowd et al., 2005). On the other hand Employee innovativeness involves the "creation and implementation of new products, services, processes, relationships, and methods of organisation", and "conceptual creativity" (Stein and Pinchot, 1998). Innovation cannot be purchased; it must be developed from within an organisation's culture that is to say the manner that the organisation treat its employees influences their innovative behaviour. Various writings have appeared promoting the benefits of utilizing high-involvement or high-commitment human resources practices. Such arrangements of human resources management are thought to upgrade representatives' levels of ability, inspiration, information, and empowerment (Kochan & Osterman, 1994; Lawler, 1992; Levine, 1995; Pfeffer, 1998). It requires careful nurturing and that consideration regarding the development of structures that are likely to promote creativity and initiative, leadership by project champions who are willing to take risks and can persuade the group and the 'cross-fertilisation' of ideas through multidisciplinary (Perry 1995).

Also, Harkins (1998) describes the concept of employee turnover as the come and go act of employees in the organisation. In his words he puts it that, "Employee turnover is the entrance of new employees into the organization and the departure of existing employees from the organization". In the very similar manner, Moble (1979) defined turnover rate as how much new recruitments were hired to replace resigned employees. Summing up from the above definitions it can simply be put that, turnover 'occurs' only when a replacement is successfully hired. A similar definition is provided by who state that turnover means voluntary cessation of membership of an organization by an employee of that organization. From this discussion it is clear that employee engagement is the most critical metric measures that reflect and drive organizational performance (customer satisfaction, innovation, profitability, productivity, loyalty and quality) are products of engaged, and committed employees (Leadership insight, 2009). Therefore engaged employees yield high performance as compared to those who are not engaged.

In order to explain theoretically the relationship between employees' engagement and their performance, Social Exchange Theory and Job Demands and Resources Model (JD –R Model) were adopted. The Social exchange theory (SET) is very important concept in understanding workplace behavior. It was found by four important figures being George Homans, John Thibaut, Harold Kelly and Peter Blau in 1958. The underlying argument of SET is that, obligation evolve among parties after day-to-day interaction among dependent parties (Cropanzano and Mitchell, 2005). SET relies on the fact that relationships evolve over time into trusting, loyal, and mutual commitments as long as the parties abide by certain "rules" of exchange (Cropanzano and Mitchell, 2005). Therefore that obligation, loyalty and mutual commitment among employee and employer leads to employee engagement. SET is in-line with engagement as a two way relationship between employer and the employee (Robinson et al.'s 2004).

Therefore if employer treats well their employees and manage to create trust, loyal and mutual commitment between employer and employee, employees' performance will increase as employees will give to the organization more than what is in their job description.

On the other hand The Job Demands and Resources Model (JD –R Model) is a culmination of a study by Bakker & Demerouti (2007). JD-R model believes that each occupation consist job demand and job resources regardless of specific stress risk factors (Bakker & Demerouti, 2007). Job demand involves the physical, psychological, and social characteristics, of a job that require continued physical, psychological effort or skills. Job demands can be associated with physiological and/or psychological costs (Demerouti, Bakker, Nachreiner, & Schaufeli, 2001). Job demands may include time pressure, job security, and unfavorable organization climate. Job resources are the physical, psychological, social, or organizational aspects of the job that can help an employee achieve work goals. Resources can also reduce job demands and the associated costs, as well as stimulate personal growth, learning, and development (Bakker & Demerouti, 2007). JD-R model depicts that wherever there is employee engagement, employees' performance increases in terms of in role performance, extra role performance, creativity, and financial turnover of the organization.

Apart from the theoretical explanations, different empirical studies have also expounded the role of employee engagement on their performance. For example, Solomon and Sandhya (2010) conducted a study on employee engagement as the key to improving performance in India. In their study they observed that, if every part of human resources is not addressed in appropriate manner, employees fail to fully engage themselves in their job in the response to such kind of mismanagement. Also they found that employee engagement is a stronger predictor of positive organizational performance clearly showing the two-way relationship between employer and employee compared to the three earlier constructs: job satisfaction, employee commitment and organizational citizenship behavior. The study focused on determining a stronger factor in predicting organization performance among job satisfaction, organization commitment, and employee engagement and organization citizenship it found that employee engagement is the strongest factor which was therefore adopted to our study further the study failed to explain the relationship between employee engagement and employees performance this weakness is as well addressed in this particular paper.

Leadership insight (2009) conducted comparative study among 53 countries on employee engagement and organisation perfomance using survey through stratified sampling, participants were asked to self-report on attitudes, performance and conditions directly related to the effectiveness of their organization. Findings concluded that employees who see their company as the best performers excelled high performance in the organization as well as compared to employees who reported average organization performance. About 53% percent of employees who believe that their organizations are among the best performers were also highly engaged whereas only 8% of the engaged employees reported their organization as underperforming. However the researcher concentrated on comparing the level of engagement among countries our study focused on determining the influence of engagement on organization performance in Tanzania.

Another study conducted by Rao (2016), on innovation through employee engagement revealed that there is a direct cause and effect relationship between employee engagement and organizational innovation. The study, relying mainly on secondary data sources supplemented by interviews, identified that employee engagement leads to innovative behavior where employees collaborate with other employees, make suggestions to improve the organization and work to improve the organization's standing in the external environment. It was found that engagement and innovation reinforces each other – engaged staff are more likely to be innovative and an innovative organization is more likely to motivate and engage its employees. It is concluded that in the face of unprecedented economic, social, demographic and environmental challenges, organizations need to direct their efforts at mobilizing the creative potential of

all its human capital - employees and customers to contribute big new ideas and help organizations to drive forward. Further the study did not explain other factors resulting from employee engagement that may take organization forward therefore this study explains two more factors.

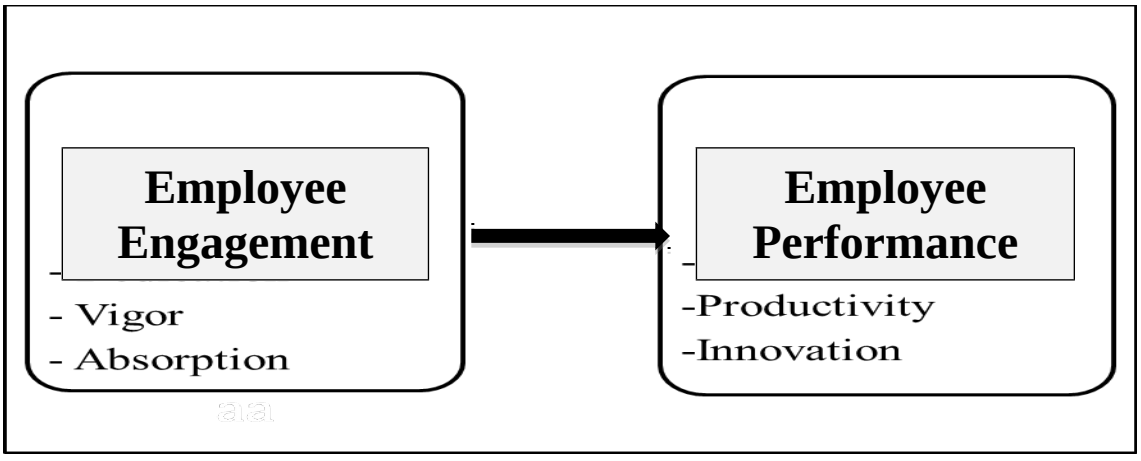
Despoina & Anord (2009) conducted a study on the impact of different day job resources and personal resources on work engagement and financial resources. Through survey of forty-two employees, it was found that, both job resources and personal resources affect work engagement. For example they found that there is an increase in employees' performance resulting from a day coaching. Therefore to attain employees work engagement there should be both job resources and personal resources. This study provide base to our study as it demonstrate antecedents of employee engagement therefore through the study the researcher managed get information on whether the surveyed employees were engaged or not so as to finally get the information on the performance of engaged employee.

Nicole (2007) on her study on tightening the link between employees' wellbeing at work and performance they found that the impact of a chosen HRM practices her greater impact on the employee wellbeing which impact employees' performance at work. She concluded that if employees are well managed they will have positive impact in the company. However the study can be criticized as HRM practices that help to maximize employee wellbeing at work are not necessarily the same as those that make up "high performance" HR practices. Moreover, the promotion of wellbeing at work is not likely to be a result of the HRM practices but can be linked to line management leadership and relationships.

CONCEPTUAL FRAMEWORK.

A conceptual framework is the general idea inferred or derived from specific instances. It is the representative of the variables of interest in the study and relationship between them (Kombo and Tromp, 2006). From the figure below we have vigor, dedication and absorption as factor of engagement while on the other side we have productivity, turnover and innovativeness as factors for employees' performance. Figure 1 represents the summary of the way engagement influence employee's performance.

Figure 1: Conceptual Framework of the study



Source: Synthesized from the literature

RESEARCH HYPOTHESIS

Hypothesis refers "to a proposition set forth as an explanation for the occurrence of some specific phenomena (Kothari 1990, P.184)." This study was guided by the following hypotheses:

H_1: There is a relationship between employees' productivity and employees' engagement.
H_2: There is a relationship between employees' turnover and employees' engagement.
H_3: There is a relationship between employees' innovativeness and employees' engagement.

METHODOLOGICAL CONSIDERATIONS

The study was conducted in Dar es Salaam city, whereby telecommunication companies constitute the population. The study purposively focused the Dar es Salaam metropolis as it is the most important commercial city in Tanzania hence home for most companies' headquarters. In order to determine that sample size, Adam et al., (2008) rules were used. In this case, the following formulae was used. n= 50+8(m) where m is the number of independent variables tested. This study involves three independent variables (m=3), thus the minimum sample size would be (n) greater or equal to 50+8(3) = 78. Also Saunders *et al*, (2009) specify 100 to 150 cases as adequate size for the quantitative study. Therefore, considering the nature of the selected companies to be studied and the resources available this study used a sample size of 106 employees. The sample unit or unit of account in this study included employees from Tigo Tanzania, Vodacom Tanzania and Airtel Tanzania. The choice of employees as respondents in this study was motivated by the fact that, employee engagement is a psychological thing therefore study findings will be more precise by having employee as a unit of analysis (Demerouti et al., 2001). The study used both probability and non-probability sampling procedure. Companies were selected by using convenient and judgmental sampling, which is non-probabilistic technique. While, simple random sampling was used in selecting respondents from the already chosen companies.

Since only primary data were required, this study used the primary data sources only. Elucidating the concept of primary data (Saunders *et al*, 2009) maintains that, they are those collected afresh for the first time and should be original in character. This type of data was collected by using questionnaires which entailed preparation of questions for soliciting the required information (Babbie, 2007) and distributing the same to the selected sample. The use of survey as research method motivated the choice of questionnaires as a tool for data collection. The collected data were analysed using multiple regression analysis. It also employed descriptive statistics to present the findings descriptively. Through descriptive statistics, data were presented in the form of frequencies and percentage for respondents' demographic characteristics. All these analyses were performed by IBM SPSS computer program.

FINDINGS AND DISCUSSIONS

Profile of Respondents

The profile of the respondents was presented by considering sex, age, marital status, education level, and employee experience at his or her current position. The findings indicate that most of the respondents were Male 54 (50.9%) while Female were 52 (49.1%) out of 106 total respondents. Having relatively same number of female and male given that our sample was randomly selected means that the surveyed companies are relatively gender balanced and therefore our study is gender representative.

Table 1: Gender Distribution

Profile		Frequency	Percent
Sex	Male	54	50.9
	Female	52	49.1
	Total	**106**	**100**
Marital Status	Single	56	52.8%
	Married	49	46.2
	Divorced	1	0.9%
	Total	**106**	**100%**
Education Level	Doctorate	1	.9
	Master	22	20.8
	Bachelor	60	56.6
	Diploma	16	15.1
	Certificate	7	6.6
	Total	**106**	**100.0**

Respondent's Marital Status

Table 2 describes marital status of each respondent surveyed from the field: Results shows that majority of the respondents surveyed were single 56 (52.8%), follows by married 49 (46.2%) and only one respondent was recorded as divorced (0.9%). This explains that large part of the workforce constitutes young generation who are mostly single.

The study found out that most of the respondents had bachelor degrees that is (56.6%), also there were a significant number of respondents with master degree (20.8%) and 15.1% possessing diplomas. This tells us that majority of the respondents involved in this study had adequate education to internalize the asked questions in the questionnaire and provide answers accordingly.

Age of the Respondents

The researcher carried out analysis of the age of the respondents and observed that the mean age of the respondents was 33.92 years implying that the majority of the respondents were young employee. On the other hand, the median value was found to be 30 years implying that 54 employees were aged less than 33 years while the remaining 54 employees were aged 54 years.

Table 2: Summarized Information on Age

Descriptively Presented Age Information	
Mean	33.92
Median	30.00
Mode	27
Variance	91.309
Range	38
Minimum	19
Maximum	57

Source: Field data (2015)

RELIABILITY AND CORRELATION ANALYSIS

Table below represents Pearson correlation coefficients obtained in the analysis of the relationship among the study variables. The study variables were engagement factors (vigour, dedication, and absorption) and employee performance factors (productivity, innovation and turnover).

Table 3: Correlations and Reliability Statistics

	2	3	3	4	5
Vigor **0.788**					
Dedication **	**0.758**				
Absorption **	.788*	**0.761**			
Productivity **	.674**	.674**	**0.879**		
Innovation **	.652**	.652**	.713**	**0.875**	
Turnover **	-.717**	-.717**	-.700**	-.798**	**0.901**

**. Correlation is significant at the 0.01 level (2-tailed). Cronbach Alpha Reliability are on the Diagonal

Source: Field data (2015)

As indicated in Table 3 above, most of inter-correlation coefficients indicated significant and strong positive relationships among the study variables with correlation coefficients (r) ranging from r = -.584 (p > 0.01) for turnover to r = 0.78 (p >0.01) for absorption. By being positive, the correlation coefficients means the variables are positively related to one another, that is, an increase in one variable will lead to an increase in the other variable. Either turnover has negative correlation with all other variables meaning that turnover decreases with the increase in other variables. Results show that the coefficients of the relationship are significant which implies that changes in one variable may lead to a significant change in the other variables.

Also measured variables were tested and revealed good reliability focusing on Cronbach's Alpha test. Variables revealed as follows; vigour 0.788, Dedication 0.758, Absorption 0.761, Productivity 0.879, Innovation 0.875 and Turnover 0.901. This implies that all measured variables were consistent.

The Relationship between Employee Engagement and Employee Productivity

A multivariate regression model was applied to determine the relationship between employee's engagement and their productivity in the company. Employee performance the dependent variable was regressed against the three dimensions of employee engagement (absorption, rigor and dedication). To control for their influence on the relationship between employee engagement and employee productivity demographic variables were also included in the model.

Table 4 below depicts that, all the engagement factors are positively related to productivity and are statistically significant in explaining the relationship between engagement and employees productivity that is vigour (β = .215, p <. 05), Dedication (β = .288, p < .05), and Absorption (β = .299, p < .05) whereby engagement is measured by vigour, dedication and absorption. Results show that all demographic factors are insignificant in explaining the relationship between employee engagement and their productivity hence the positive relationship between employee engagement and productivity is attributed by engagement factors only. Results also show that final regression model explain 50.6% of the employee productivity in the organization and the remaining 49.4% is explained by other factors. The findings support *hypothesis I*, which was expected that employee engagement factors would be positively

related to employee productivity. This finding signifies the importance of stressing on ensuring employees engagement in the organization as it plays a big role on employee's productivity.

Table 4: Relationship between Employee Engagement and Productivity

Variable	Coefficients[a]		
	Beta	**t**	**Sig.**
(Constant)		-.027	.979
Vigor	.215	2.022	.046
Dedication	.288	2.399	.018
Absorption	.299	2.690	.008
Age	-.014	-.118	.907
Gender	.005	.074	.941
Education	-.001	-.009	.993
Experience	.096	.793	.430

a. Dependent Variable: PROD

Relationship between Employee Engagement and Organization Turnover

A multivariate regression analysis was used, with the help of IBM-SPSS Version 19 computer program, to assess the influence of employee engagement on organisation turnover. Employee performance the dependent variable was regressed against the three dimensions of employee engagement (absorption, rigor and dedication). To control for their influence on the relationship between employee engagement and employee turnover demographic variables were also included in the model.

Table 5 below shows that, the relationship between employee engagement and employees turnover is statistically significant except for vigour which is (β = -.050, p >.05), while others were dedication (β = -.525, p <.05), (β = -.204, p <.05). Further employee engagement variables have negative relationship with employee turnover. Also demographic variables are insignificant in determining the relationship between employee engagement and employees turnover.

Results show that the final regression model explained 52.2% of the variance in Employee turnover (r^2 = 0.522, p < .05). These findings support to *hypothesis II* that employee turnover decrease with increase in employee engagement.

Table 5: Relationship between Employee Engagement and Organization Turnover

Variable	Coefficients[a]		
	Beta	**T**	**Sig.**
(Constant)		12.382	.000
Vigor	-.050	-.477	.635
Dedication	-.525	-4.448	.000
Absorption	-.204	-1.867	.045
Age	-.024	-.202	.841
Gender	-.062	-.886	.378
Education	-.074	-1.051	.296
Experience	-.026	-.223	.824

a. Dependent Variable: TURO
Source: Field data (2015)

Relationship between Employee Engagement and Innovation in the Organization

Hierarchical multiple regression was used, with the help of IBM-SPSS Version 19 computer program, to assess the influence of employee engagement on employee innovation. Employee performance the dependent variable was regressed against the three dimensions of employee engagement (absorption, rigor and dedication). To control for their influence on the relationship between employee engagement and employee productivity demographic variables were also included in the model.

Table 6 below depicts that, the relationship between employee engagement and employees innovative behaviour is statistically significant that is vigour (β = .204, p <.05), dedication (β = .333, p <.05), and absorption (β = .216, p <.05). All engagement variables have positive relationship with innovation meaning that increase in engagement lead to increase in innovative behaviour among employees. Also demographic variables are insignificant in determining the relationship between employee engagement and employees turnover. Further results show that the final regression model explained 48.4% of the variance in Employee turnover (r^2 = 0.484, p < .05). These findings support to *hypothesis 3* that employee innovativeness behaviour increase with the increase in employee engagement.

Table 6: Relationship between Employee Engagement and Innovation in the Organization.

Variable	**Coefficients[a]**		
	Beta	**T**	**Sig.**
(Constant)		-1.156	.251
Vigor	.204	1.877	.047
Dedication	.333	2.710	.008
Absorption	.216	1.900	.006
Age	.127	1.030	.306
Gender	.129	1.768	.080
Education	.069	.946	.347
Experience	-.071	-.573	.568

a. Dependent Variable: INNO

DISCUSSION OF RESULTS IN RELATION TO OTHER SCHOLARS

Results of this study support social exchange theory which holds that, rules of exchange usually involve reciprocity or repayment rules such that the actions of one party lead to a response or actions by the other party (Cropanzano and Mitchell, 2005). As the findings conclude, if you treat well your employees they will in turn get engaged to the work and therefore find difficulties to detach themselves from the company. Moreover, the observation of the negative relationship between employee turnover and the engagement seem to match with the findings of other previous studies (Nahrgang, et al., 2011; Harter, et al., 2009; Gonring, 2008). In those studies the authors seem to draw identical conclusions by noting the impact of employees' engagement on the employees' efficiency and the likeliness of showing up to work. In their studies they observed that, the more engaged are the employees the more interested they will be to work for the interest of the employer.

Results of engagement and turnover are also in agreement with the study done by Agoi (2015) who studied the effect of work engagement and employee turnover intention in public institution. The study findings indicated a negative significant effect of dedication and absorption on turnover intention. It is therefore important for organizations to employ individuals with a secure attachment style since they are more likely to experience at work. In addition to that, it is of paramount importance for the organization to reward dedicated employees by promoting them. The organizations should therefore design employees job schedule in such a way that they can find meaning and purpose in the work that they do. Furthermore, the findings of this study seem to match with those of Solomon and Sandhya (2010). In their study on the employee engagement as the key to improving performance in India they determined employee engagement is the stronger predictor of positive organizational performance.

On the other hand, the findings on the influence of employees' engagement on innovation seem to be in agreement with the study done by Rao on 2010. In his study he observed a direct cause and effect relationship between employee engagement and organizational innovation. It is concluded that in the face of unprecedented economic, social, demographic and environmental challenges, organizations need to direct their efforts at mobilizing the creative potential of all its human capital (employees and customers) to contribute new ideas and help organizations to move forward. Therefore the study found that employee's performance in Tanzania increases as they get more engaged into their organization. Tanzania researchers may use this research as the basis for researching good ways for engaging Tanzanians in their job.

CONCLUSION AND IMPLICATIONS

This study examined the influence of employee engagement and organisation performance in Tanzania context. Competent telecommunication companies namely Tigo Tanzania, Vodacom Tanzania, and Airtel Tanzania. The study had three objectives: (i) to determine the influence of employee engagement on employee's productivity, (ii) to determine the relationship between employee's engagement and their turnover in the organisation and (iii) to examine the relationship between employee engagement and their innovativeness in the organisation.

Through Multiple Regression analysis, the study found out that employees engagement being measured by vigour, dedication and absorption relates to organisation performance that was measured by employees' productivity, turnover and innovation. On the aspect of productivity the study found that employee engagement has strong positive relationship with employee's productivity as shown in Table 6 on the other hand, the study found that employee engagement relates inversely to their turnover table 6. Finally the study found out that employee's engagement influence their innovative behaviour at work as shown in Table 5.

This study further identified employee engagement variables that predict employee's productivity, turnover and innovation which subsequently determine employee's performance taking into consideration employees as a measure of organisation performance. (Lebans & Euske 2006). The study has established that for the employees' performance to be good organisations should attain employee's vigour, dedication and absorption. This means that after employees are engaged into the organisation their performance increases. The findings of this study have also supported the general hypothesis that employee's engagement influence employees' performance.

THEORETICAL IMPLICATION

The study was guided by two theories being job demand and resources model (JD-R), and social exchange theory (SET) conceptualized in our literature to show the relationship between employee engagement and organisation performance. Study findings are in line with the used theories. According

to SET relationships evolve over time into trusting, loyal, and mutual commitments as long as the parties abide by certain "rules" of exchange (Cropanzano and Mitchell, 2005). Rules of exchange usually involve reciprocity or repayment rules such that the actions of one party lead to a response or actions by the other party. For example, when individuals receive economic and socio emotional resources from their organization, they feel obliged to respond in kind and repay the organization (Cropanzano and Mitchell, 2005).

Furthermore the study findings support Job demand-Resources model. JD-R model states that regardless of the specific stress-risk factors each occupation involves, these factors can be categorized in two general groups: job resources and job demands (Bakker & Demerouti, 2007). However Job demand and resources model did not stipulate the relationship existing between employee engagement and their turnover in the organization. Therefore the study adds to the theory the fact that for the performance to be good there must be a minimum level of absenteeism and turnover in the organization.

MANAGERIAL IMPLICATIONS

This study has established some engagement factors that can effectively determine employee productivity, turnover and innovativeness which in turn lead to organisation performance. The factors can be used by both public and private organisations in Tanzania to ensure the problem of employee job turnover is minimized while at the same time increasing employee productivity and innovativeness.

First, the study calls for managers of organisations to be creative in formulating and innovating better ways in order to create environment that will ensure employees' engagement with their jobs thence boost organisation performance as a result of increasing employees' productivity and innovativeness with decreasing turnover. The findings of this study will help the organisations management to be able to maintain and keep the best human resource in their organization, which is best for their confidence and prosperity. Second, organisations will decrease training cost resulting from training new employees caused by high turnover rate.

Third, the findings of this study can be used by managers in Tanzania as a base of giving much freedom to its workers so as they get exposed to new ways of doing things something that will stimulate their creativity and innovativeness at work. Fourth, organisation managers should use the findings of this study as a way of improving employee involvement into decision making on matters concerning their wellbeing when performing their duties; ensure good, friendly, supportive and well understood supervisor support in their organisations by supervisors showing the willingness to listen and support employees whenever they are required to do so.

Fifth, the managements of public and private health service facilities should improve the working condition of their employees through offering good training and development opportunities to employees, providing up to date technology when performing their jobs, encouraging flexibility of work and duties, ensure availability of needed drugs and equipment, and providing the job security for their employees.

Lastly, management of organizations can add value on their effort to this by gaining insight into vigour, dedication and absorption as engagement; and understand the perspective of the employee engagement in order to create program targeting any particular issues that may influence organisation performance through proper management of its employees.

POLICY IMPLICATION

Based on the findings, a number of issues would need to be addressed in order to ensure employee performance through proper employees' management by engaging their employees.

First the government of Tanzania and private organisations needs to review their recruitment terms in order to ensure employees engagement in their jobs. These terms will accommodate Working Conditions, Pay Equity, Supervisor Support, and encouraging the innovative culture by allowing employees to come with new ways of doing things.

Second based on the findings policy makers should come up with policies, which will ensure the rights, desire and needs of employees are being well considered in order to create the sense of engagement.

Further both private and public organisations should improve and develop the Human Resource Management capacity in order to speed up the processes of implementing employee engagement in their organisations.

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