Relationship between Employee Engagement and Organization Performance at Tanzania Plantation Company in Moshi

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Abstract
The study proposed to find out the relationship between employee engagement and organization performance at Tanzania Plantation Company in Moshi. The study provides answers by assessing factors influencing employee engagement on organization performance. A correlational design was used in this study employed quantitative methods for data collection and data was collected through self-administered questionnaires. The hypotheses were tested using linear regression. The findings are presented in the form of frequencies and percentages. The study revealed that the engagement factors such as career growth, rewards, and recognition have an impact on organization performance. Career growth programs such as acknowledgment, inspiring employees, opportunity to take the lead, job rotation, job promotion, running on the job and online training, and task enlargement play a great role in organization performance. The study results also indicated that there is a close relationship between employee engagement and organizational performance, thus, insisting on investing in rewards and recognition plans such as recognition for good results, giving constructive criticism, the opportunity for a team celebration, satisfying the needs of an employee as well as good supervision from managers, havebeen recommended to have a positive impact on organizational performance whereby good talent can also be retained, employee high productivities can be increased and company profits can also increase. Since the study revealed the good relationship between employee engagement and organizational performance, it, therefore, insisted that human resources practitioners should be focused on engaging employees to leverage optimum engagement levels to increase employee productivity and high organizational performance.

Keywords: Organizational Performance; Career growth; Employee engagement; Reward & Recognition and Organization

1. Introduction

Employee engagement is essential for institutions/organizations' development. It subsidizes the activity's performance as well as product quality and yield increase. When an employee is engaged and fully involved in activities and passionate about his/her work, they will act in a way that advances his/her organization's attention. Employee engagement (EE) is a serious factor of individuals which predicts organizational success, employee outcomes, and financial performance. Employee engagement (EE) is becoming desirable among many organizations (Eddy, Schweitzer, & Lyons, 2010).

Employee engagement is about the degree to which employees are inspired to contribute to organizational achievement and are keen to apply flexible effort to achieving tasks to the accomplishment of organizational goals (Kenexa, 2012). It is the level of assurance, participation and motive promise an employee has to the organization values (Forbes, 2012; Desai, Majumdar, & Prabhu, 2014). Today's organizational EEs are due to some reasons such as working environment, rewards, and recognition as well as work-life stability (Husna, Mohd, & Shafiqah, 2016). The relationship between the employee's engagements on OP has is necessary to keep a competitive advantage in an organization's performance (Albrecht et al., 2015).

There are different drivers or determinants of Employee engagement and still, organizations try to increase the level of employee engagement (Husna et al., 2016). Many employee engagement drivers such as employee health and well-being, career opportunities, work processes, benefits and corporate responsibility, managing performance, middle management, co-workers, intrinsic motivation, manager, organizational reputation, human resource practices, physical work environment, recognition, retirement savings, resources, leadership, work tasks, and work-life balance or are used to increase organization performance including (Boynton & Mishra, 2014).

Employee engagement and organizational performance relate to each other (Jones, 2018). Organization performance (OP) defines development as a change in an organization's age and size of membership or employment. Also, OP measures expansion on business firms, social movements, and quality of output. The relationship between employee engagement and organizational performance is a workable start as it provides organizations with a good advantage such as higher productivity (Shahid, 2013). Many studies like Hajli et al, (2017) identified different indicators of organization performance.

The study was done in India byNagesh, Kulenur & Shetty (2018) reported engagement factors that have positive relationships with organizational performance such as work environment, supervision, the relationship between co-workers, development of engaging employees, organization image, and training. It is also based on behavioral results and psychological leading to improve employee performance (Hewitt, 2013). The development support of organizations due to EE has a relationship with commitment and employee performance (Garavan et al., 2012; Marchington, 2015). Central Europe study indicated EE in agricultural activities is a major factor that can affect OP (Urbancová & Vnoučková, 2018). A study from Indonesia reported refining EE in an organization, can lead to the sustainability of an organization (Gustomo, 2017).

McConnell, (2011) from London, United Kingdom observed a 32% drop in operating income and 11% failure for institutions with low levels of EE. The study from Harvard Business School

found 71% of the people have the opinion that EE is very vital for an organization's performance (Eddy, Schweitzer & Lyons, 2010). In the United Kingdom, the one-year study conducted on 50 firms described a 19% increase in income performance and around 28% earnings as a result of EE (Crabtree, 2013). Employee engagement is likely to affect company processes in working, including agricultural activities (Kragulj, 2016) and it is fundamentally easier for companies to engage employee's processes in agriculture (Urbancová & Vnoučková, 2018). The study done in Kenya on the horticulture sector used EE and estimated over 50,000-60,000 people affected directly by OP and 500,000 indirectly (Achieng Otieno, Waiganjo & Njeru, 2015). Committed and faithful staff is associated with organizational performance (Brown et al., 2011).

In Tanzania, Joseph et al. (2014), on the relationship between engagement and performance revealed that more engaged workers perform better and are more productive. Again, a study done in Tanzania in a commercial bank revealed the two engagement drivers; career growth and opportunities and salary and benefits play a significant role in creating engagement which in turn minimizes the intention of employees to quit and increase productivity (Ismail Ngoisa,2015).

Different reviews suggest that engaging employees add value to companies' productivity but organizations owning large farms still host large numbers of low-paid and often low-skilled employee positions (Gauthié & Schmitt, 2010; Kroon & Paauwe, 2014). Also, EE varies widely, but there is little knowledge on EE and OP (Agrawal, 2016; Fernandez et al., 2017).

2. Statement of the problem

Employees who are involved at work are more productive and perform better but Rewards, recognition, transparency, and career growth development of employees are becoming a serious problem inmany organizations, which threatens employee productivity, and customer loyalty.According to Clarke, (2012) organizations with high engagement perform more than low engagement counterparts. But the engagement of employees is not worldwide, it varies widely, based on geographical, cultural, and generational situations (Mercer, 2007). Some studies have been done on employee engagement and organizational performance like those of (Agrawal,2015; Achieng et al.,2015; Jones, 2018; Kundy Joseph et al. 2014) that engaged employees can constitute high performance.

However, currently, employee engagement becomes more challenging and complex for organization performance (Agrawal, 2016). Little engagement among employees interprets economic loss for the organization (Desai et al., 2014). Many organizations fail to get a fine line that separates engaged employees and their level of performance (Urbancová & Vnoučková, 2018). Moreover, many challenges have been observed in engaging employees, as it was reported by the United State, that employees exhibited that 70% are not engaged or actively disengaged, in commercial productivity (Crabtree, 2013).

Organizations need to familiarize themselves with the variations and support institution development, EE, and strategic performance (Diaz-Fernandez et al., 2017). Also, few studies (Kundy Joseph et al, (2014) which have been done in Tanzania and East Africa focusing on employee performance in particular concentrated only on motivation, job satisfaction, organizational commitment but did not consider the impact of employee engagement on organization performance

Despite this popularity, there is a scarcity of empirical research on employee engagement and organizational performance in the academic literature that focuses on the agriculture sector. The relationship between work engagement and performance, in particular, is justified by focusing on performance improvement. In this regard, there is the need to increase understanding of employee engagement and organization performance, especially in agriculture companies to provide knowledge to the management which may help to develop effective strategies and finally achieve organizational goals.

3. Objective of Study

To assess factors influencing employee engagement on organization performance at Tanzania Plantation Company in Moshi.

Hypothesis

Ho: There is no relationship between employee engagement and organizational performance at Tanzania Plantation Company in Moshi.

4. Significance of the Study

This study will have a wide application and be of relevance to all organizations hence it gives awareness and new insights to the management and HR to use engagement as a best practice to leverage optimum engagement levels. Also, this study may have major suggestions for planning, offering a new approach for improving employee productivity, management and performance by focusing on EE.

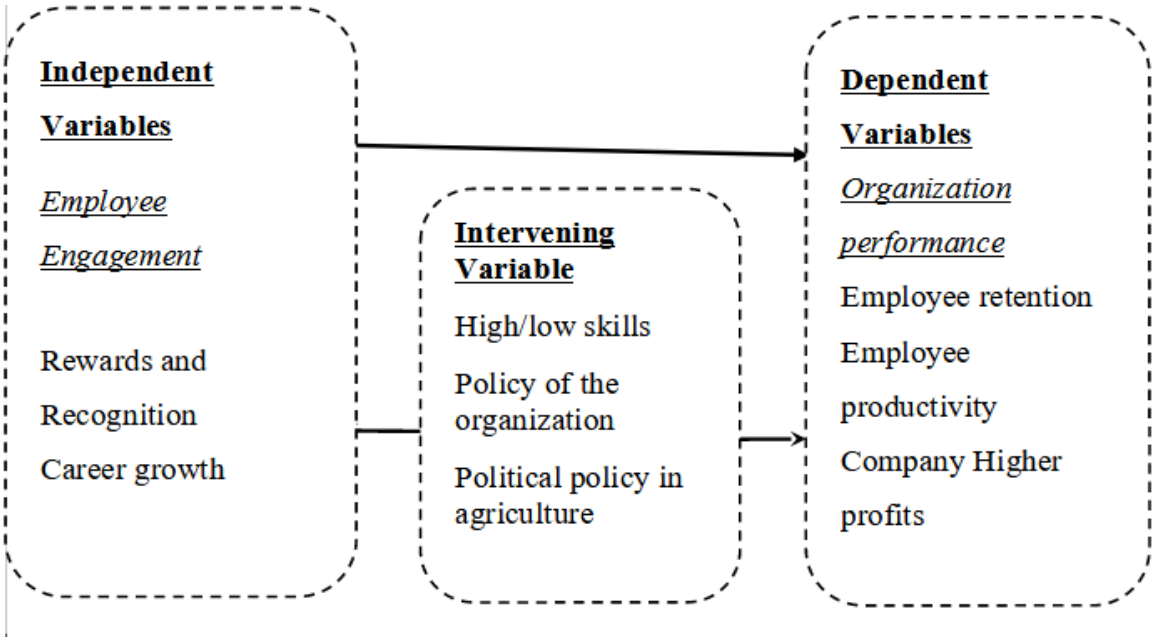
Also, the study will add value to different sectors and industries to help organizations understand the benefit of EE in their sector. It is also a prior key that will drive the organizations to justify organization performance towards engagement in the process of reaching its future goals. Consequently, the study will help the organization to increase higher productivity, sales, and customer satisfaction through applying best practices of EE that will add value to performance.

5. Conceptual framework

The conceptual framework is explanatory which explains either graphically or in narrative form, the main things to be studied. The conceptual framework considers the key factors, constructs, or variables and the presumed relationships among them. In this research the conceptual framework will contribute to the variables to be assessed, their relationship, and how they are linked to the research questions and statement of the problem based on EEs in organization performance at Tanzania Plantation Company.

From the review of different studies, background, statements, and theories of the study there are three key variables identified that impact employee engagement. Such variables are independent variable, intervening variable and dependent variable.

Figure 1: The Conceptual framework on Employee Engagement and organizational performance is presented.



Source: Researcher's construct (2021)

Engagement factors such as career growth, rewards, and recognition,have been considered to increase company productivity and raise higher profits in an organization. This means that providing employees with the programs such as team celebration, peer motivation, encouragement, empowerment, rewards for good results, clarity of path forward, build with the capability to access higher opportunity and the opportunity to take the lead are contributing to employee engagement, which increases retention and helps create a more positive performance in the workplace.

High/low skills, the policy of the organization, political policy in agriculture are intervening variables that have impacts on both employee engagement and organizational performance. Clear policy from the company or government that supports engagement will lead to employeesmotivation and increase performance. Employees with low/high skills can also have an impact of either being engaged and leading to high productivity or not, depending on the level of engagements, redness, and ability to increase company performance.

6. Literature Review

This study reviews empirical studies related to the relationship between employee engagement and organizational performance. The study will review the concept of engagement and the performance of the organization.

6.1 Factors influencing employee engagement on organization performance

Here the study sought different reviews based on factors influencing employee engagement on organization performance such as rewards, recognition, and career growth

6.1.1 Reward and recognition effect on organization performance

Sitati, (2017) in Kenya, conducted a descriptive survey study on the effects of reward practice management on the performance of employees in hotels. The study targeted a population of 213 human resource managers where stratified sampling was used to select a sample of 137. Questionnaires were administered for data collection. During analysis, the study provided inferential and descriptive statistics. The study revealed a positive and significant relationship between employee recognition and performance in the hotel business. In addition, the study found that job promotion had a significant influence on employee performance. The study focused only on a managerial level without considering other levels who are the key people to get robust information for data analysis. By using top management there are possibilities of getting biased data because they can favor the management side as they treat employees in a good manner that can increase performance. Hence this study will use different categories of employee and managerial level to avoid subjectivity and determine how reward and recognition affect organization performance.

A descriptive study was done by Mngomezulu et al., (2015) in Asia aimed to determine the impact of recognition on the good talent of employees on performance. Simple random sampling was used to select 70 participants whereby questionnaires were administered in different job categories of employees. The findings reflected that passion, rewards, motivation, recognition, and effective talent management are some of the factors that leaders have to address to minimize voluntary turnover and increase employee performance in the workplace. The study also exposed that organizations can apply numerous approaches to make sure employees with good talent increase productivity. This study also reported critical issues faced in organizations such as shortage of skilled labor and failure to recognize good work done. Additionally, it is vibrant for managers to bear in mind that the approaches they use might have unlikely effects on different individuals. Also, the study provided a good approach to the recognition of employees on productivity. However, the study considered only professional workers as a sample and ignored unprofessional employees, which is not enough to conclude. Again, a researcher failed to indicate which specific companies were identified for the studies, it included different companies which is difficult to get answers to as companies have different procedures and policies of recognition and rewards depending on the nature of the industrial employees. This study will focus on one company which is an agriculture company to fill the gap by identifying which criteria the organization uses to select employees, and how rewards, recognition, and other methods they use to ensure employees' productivity.

A descriptive study was done by Too, (2017) in Kenya evaluated employee productivity practices. The study used staff from 48 Cooperative Banks of the Country by considering 7 departments. Stratified random sampling was used to get a targeted sample of 89 participants but only 71 returned questionnaires. Descriptive and inferential statistics were presented after analysis. Results revealed a linear relationship between reward and compensation on the performance of employees. Also, career management and training had an impact on employee

productivity. The study added the view that there is a need for management to adjust salary and improve career management methods like career mentors, career counseling, career development, and career planning to ensure there is continuous skills improvement for employees. The study applied a good approach of sampling but so many institutions have been used with very small samples that will have biases in generalization. Also, only descriptive information was used rather than adding other qualitative information to strengthen the findings. Again, the study was done in commercial industrial, not agriculture companies. The current study will fill the gap identified from other reviews by assessing how reward and recognition affect OP.

Isnail Ngoisa, (2016) conducted a qualitative and quantitative study in the bank of Tanzania to examine factors contributing to EE. Questionnaires were used to collect information from 78 sample sizes. Study findings revealed that general factors that contribute to employee engagement at the BoT from highest to lowest were good relationships with co-workers, work-life balance, salary and benefits, leadership quality, career growth and opportunity, performance management, and training and development. Further, career growth and opportunities and salary and benefits played a significant role in minimizing intention to quit among the Bot employees. The researcher provided different factors that possibly can affect engagement but failed to explain how engagement contributes to the organization's performance. Again, the study was done in a bank, not in an agricultural company. Also, the study sample used is small to generalize the findings. Therefore, this current study will assess how employee engagements affect organizational performance in Tanzania Plantation Company and will consider appropriate sample size because it is dealing with the core issue of agriculture which touches the majority of people and is termed as the backbone of Tanzania.

Another study was done by Pooja Kohli & Shubhangi Zodage, (2016) carried on manufacturing industries studied on staff working-level due to EE. The findings reported employees feel the reward program is well planned, senior management engages employees, queries are looked at and employees feel ideas are considered. The study depicted different factors but failed to specify which one influences more EE, and how engagement affects organization performance. Also, Pooja et al. are based on the manufacturing industry while this study will deal with the agricultural industry. Henceforward, the current study will justify how specific factors such as rewards and recognition affect the performance of an organization.

6.1.2 Career growth on organization performance

Ying, (2016) conducted a descriptive survey study in China in the service industry to examine employee engagement relationship between, career development, organizational culture, psychological ownership, and staff's talent management. A quantitative approach was used where a questionnaire was self-administered electronically through email to 140 target population samples. The approach is used to understand, describe and identify the characteristics of a group in a given situation. The study found out that employee engagement is a significant aspect of the success of talented employees and OP. This is because employees engaged with the organization are more likely willing to do some extra work to get the project done in time and contribute to its success which continuously leads to customer satisfaction and enhances company performance. Self-administered questionnaires electronically via email to the sample

population of employees at the company may lead to biased data. Also, the researcher used a small sample size while the current study will use a bigger sample size and avoid online questionnaires to allow questions and clarifications for more understanding. Furthermore, the author failed to explain how psychological ownership, career growth, the culture of the organization, and staff's talent relate to employee engagement as the thought of the study. Hence the current study will fill the gap by identifying how a career growth of an employee influences high productivity in an organization.

In Tanzania, Mkindi et al., (2017) adopted a quantitative paradigm with cross-sectional and correlational designs in Commercial Banks to assess the impact of career development on employee performance. To establish relationships between the variables, the study applied a correlation design. Primary and secondary sources of data collection were applied and simple random sampling, multistage and purposive sampling techniques were used. Questionnaires were used to collect data from 135 sample sizes. Findings showed that efficiency in training is related to greater career development that leads to better employee performance. Further, the study added that there is a relationship between mentoring and employee performance. Also, a positive relationship between training and employee performance in Commercial Banks. The level of career development has a strong relationship with employee performance. The findings revealed that there is a strong significant relationship between the level of career development and the degree of employee performance especially when they are engaged. Only quantitative methods are used but to quantify the results from quantitative findings, qualitative findings have an impact. Also, the study considered employee performance rather than organization performance though, in fact, the high productivity of employees has an impact on an organization. Hence the study relationship between career growth on high productivity.

A case study design conducted in Kenya by Mark & Nzulwa, (2018) was based on the effect of career development on employee performance in the National Hospital Insurance Fund. Using 30% of the target population a sample of 120 respondents was selected using a stratified sampling technique. The primary data were collected using questionnaires. In data analysis, the study employed both descriptive and inferential statistics. The study exposed a positive and significant relationship between career development and employee performance. It was observed that 34.9% of career development contributed to employee performance. The study findings also revealed a statistically significant positive relationship between career counseling, employee training; career advancement, and employee mentoring on employee performance. The study consequently resolved that career development influences employee performance. The author used a case study design rather than a correlational study that will provide a correlation coefficient between the career growth of employees on the productivity of the organization. Also, the study indicated the performance of employees and not organization productivity. Therefore, the current study will determine the relationship between career growth and high productivity in the organization.

Otwere, (2017) implemented a descriptive research design to assess the effect of career development on organizational performance in Kenya Almasi Beverages Limited. Stratified random sampling was used to select 34 employees as 30% of the 113 targeted population. Questionnaires were used for data collection. The result indicated career mentorship in the company increases employee's efficiency. Employees in the company get the opportunity to

advance and update knowledge that contributes to organizational performance. The study concluded that career development has a relationship with organizational performance. Also, organizations should adopt career development methods like career counseling, career planning, career mentors, and training programs to improve organizational performance. The study used a very small sample size which is difficult to conclude the findings especially for institutions that employ large numbers of people like beverage companies. This study is going to find out the relationship between career growth on high productivity by using a reasonable sample size to generalize conclusions.

A descriptive study design was adopted by Priya, (2019) to identify factors influencing the EE like pay and benefits, job satisfaction, communication, and career development. A simple random sampling technique was adopted to select 40 sample sizes of employees from different ITES Companies. SPSS was used for analysis whereby reliability test, Cross tabulation, factor analysis, correlation, regression, and Anova were considered. The study observed a positive relationship between EE and satisfaction level among selected IT Companies. The study had good observations and provided a good argument of relationship but used little sample size and failed to explain more on how key variables related to the EE. The author just explained the relationship of EE level and satisfaction but no findings for other variables like communication and career development. Also, Priya failed to explain how engagement has an impact on the performance of an organization.

7. Methodology

This study adopted a correlational design to determine how employee engagement relates to the high performance of the organization. A targeted population of 750 employees from Tanzania Plantation Company in Moshi, were considered where 300 middle level and 450 lower level. The study used 150 sample sizes determined from 20% of the population were expected but only 137 returned questionnaires and were involved in the study. The study used probability sampling procedures, whereby a combination of stratified sampling techniques and simple random techniques were used to obtain the study respondents comprising 150 middle and lower employees. Questionnaires were used for data collection. Data were analyzed through descriptive quantitative information by presenting frequency, percentage mean, and standard deviation. The regression model was used in testing hypotheses.

$\hat{Y} = \beta 0 + \beta 1X1 + \beta 2X2 + \beta 3X3 + \varepsilon$ …… (1)

Where $\hat{Y}$ = Organization performance (dependent variable).

$\alpha = \beta 0$ = constant.

$\beta 1, \beta 2, \beta 3$..... βn = Coefficient of the independent variable

X1, X2, X3 ……. Xn = Factors for EE (independent variable).

n = n numbers (any factors/all factors relating to EEs).

8. Findings and Discussions

8.1 Reward and recognition effect on organization performance TPC in Moshi.

The study sought to find out how reward and recognition affect organizational performance at Tanzania Plantation Company in Moshi. Likert scales of five items were used rated 1 to 5. The employees were administered questionnaires to provide the response based on rewards and recognition in the institution working. The findings are presented in Table 1 and Table 2.

Table 1: Reward and recognition effect on organization performance (n=137)

Rewards and recognitions	SD n(%)	D n(%)	U n(%)	A n(%)	SA n(%)	M(SD)
Team celebration	6 (4.4)	12 (8.8)	13 (9.5)	44 (32.1)	62 (45.3)	4.1(1.1)
Peer motivation	12 (8.8)	10 (7.3)	18 (13.1)	43 (31.4)	54 (39.4)	3.9(1.3)
Feeling encouraged	9 (6.6)	10 (7.3)	6 (4.4)	37 (27.0)	75 (54.7)	4.2(1.2)
Team empowerment	10 (7.3)	23 (16.8)	9 (6.6)	47 (34.3)	48 (35.0)	3.7(1.3)
Manager motivating to give effort each day	7 (5.1)	9 (6.6)	24 (17.5)	35 (25.5)	62 (45.3)	4.0(1.2)
Feel inspired to do the best everyday	7 (5.1)	5 (3.6)	18 (13.1)	43 (31.4)	64 (46.7)	4.1(1.1)
Manager holds employees accountable for how they deliver results.	8 (5.8)	16 (11.7)	13 (9.5)	62 (45.3)	38 (27.7)	3.8(1.2)
Rewards for good results	7 (5.1)	5 (3.6)	8 (5.8)	22 (16.1)	95 (69.3)	4.4(1.1)
Opportunity to take the lead	10 (7.3)	17 (12.4)	15 (10.9)	52 (38.0)	43 (31.4)	3.7(1.2)
Personal acknowledgment	7 (5.1)	5 (3.7)	13 (9.6)	55 (40.4)	56 (41.2)	4.1(1.1)

Source: Field data (2021); SD=Strongly Disagree; D=Disagree; U=Undecided/Neutral; A=Agree; SA=Strongly Agree; M=Men; SD=Standard Deviation; n(%)=Frequency (Percent)

The results in Table 1, based on rewards and employee recognition indicated that most of the participants 44 (32.1%) agree and 62 (45.3%) strongly agree with the average score M(SD) of 4.1(1.1) suggesting that the company consider team celebration, which makes the team to interact and have fun together which create bound and happiness. The study supported by (Bhuvanaiah and Raya, 2014) that employee engagement was determinedto havea strongandpositivelinktoemployeerelationsandsupportwhereby teammates support each other at work. Employees also responded high on company peer motivation that 43 (31.4%) of employees agree, 54 (39.4%) strongly agreewith the M(SD) = 3.9(1.3). They presented peer motivation as one way of engaging them whereby the company practices better performance. furthermore, the study found 37 (27.0%) agree and 75 (54.7%) strongly agree they feel encouraged, again 47 (34.3%) agree and 48 (35.0%) strongly agree that there is team empowerment in working. This implies that the company applies clear programs of rewards and recognizing employees to reflect organization performance. This result is concurring with Sitati, (2017) as reported employee job promotion had a significant influence on employees and organization performance. In this study job celebration, peer motivation, encouragement, and team empowerment in working responded with more than 50% and mean average score more than 3 signifying that employee rewards and recognition have a positive effect on employee performance in the organization. For the most part, this study is in agreement with Boynton & Mishra, (2014) who portrayed that for the sake of organizational performance, many drivers including employee well-being, career opportunities, motivation, recognition, leadership, work tasks, and work-life balance have an impact on organizational performance. This means if

various institutions and companies identify alternative methods of motivating employees, there will be a greater chance to increase organization productivity.

The result in table 1 indicates that participants 35 (25.5%) agree and 62 (45.3%) strongly agree that managers have the tendency of motivating employees to give them effort each day, and 43 (31.4%) agree and 64 (46.7%) strongly agree that they feel inspired to do the best every day. With these results, it indicates that employees are more motivated and feel inspired to do the best by their leaders, hence the company resulting in a good performance. The findings from Table 1 also show that 62 (45.3%) agree and 38 (27.7%) strongly agree that managers hold employees accountable for how they deliver results. Comparable 22 (16.1%) of employees agree and 95 (69.3%) strongly agree to be rewarded for good results from the employee. The findings based on employees being motivated/rewarded and accountability of employers effectively reflect the high engagement of employees resulting in organizational performance. This finding is identical with the study done by Mngomezulu et al., (2015) as it was highlighted that good management, rewards, motivation, and recognizing employees influenced retaining good talent in the company who worked hard and increased productivity. Also, this is coupled with a study done by Husna et al., (2016) and Too, (2017) who found reward and compensation influencedemployees' performance.

Findings in Table 1 show that 52 (38.0%) agree and 43 (31.4%) strongly agree to have the opportunity to take the lead. Also, 55 (40.4%) agree and 56 (41.2%) strongly agree to have the personal acknowledgment from the organization. In this situation, the findings complement that recognizing the employee and knowing that he or she has a responsibility to make decisions (personal acknowledgment), this part gives freedom and makes him or her feel recognizable, hence the employee will remain positive and productive. This goes hand in hand with the response of the study done by Stephanie & Gustomo, (2015) and Gustomo, (2017) who testified that if employees are well recognized and rewarded, they can map out and understand how their contributions fit into the larger scheme of things and products to customers.

This predicts that employees are recognized by the organization through different ways to the extent of having the opportunity of taking the lead which is the best way to engage employees, most employees feel encouraged when recognized and allowed to lead other teams. So, if institutions will engage employees by considering rewarding and recognition programs, and valuing the presence of employees, the likelihood of staying with employees for a longer period is greater which is accompanied by good performance.

Rewards and recognition program on organization performance

Furthermore, apart from the study finding out the effect of reward and recognition on employee OP**,** the study also sought to assess more findings from the employee on rewards and recognition programs that help in the company's performance. The participants' responses are presented in Table 2.

Table 2:Rewards and recognition program that help on organization performance((n=137)

Rewards and recognition programs	NW n(%)	FW n(%)	W n(%)	VW n(%)	E n(%)	M(SD)
Employer gives recognition for good work done and receiving constructive criticism	9 (6.6)	5 (3.6)	17 (12.4)	57 (41.6)	49 (35.8)	4(1.1)
The manager shows positive interest to an employee	18 (13.1)	24 (17.5)	43 (31.4)	35 (25.5)	17 (12.4)	3.1(1.2)
The employer provides an opportunity for a team celebration	4 (2.9)	5 (3.6)	21 (15.3)	54 (39.4)	53 (38.7)	4.1(1)
Feel emotionally attached to this company.	7 (5.1)	9 (6.6)	45 (32.8)	49 (35.8)	27 (19.7)	3.6(1)
The employer has managed to satisfy the needs of an employee.	18 (13.1)	27 (19.7)	24 (17.5)	42 (30.7)	26 (19.0)	3.2(1.3)
Supervisors at TPC seems concerned about your welfare	4 (2.9)	17 (12.4)	22 (16.1)	49 (35.8)	45 (32.8)	3.8(1.1)
An employer makes you feel important.	16 (11.7)	18 (13.1)	22 (16.1)	46 (33.6)	35 (25.5)	3.5(1.3)
An employeegets credit for what you do.	10 (7.3)	9 (6.6)	12 (8.8)	45 (32.8)	61 (44.5)	4(1.2)
Satisfied with the level of challenge in your current role	7 (5.1)	23 (16.8)	24 (17.5)	52 (38.0)	31 (22.6)	3.6(1.2)
Happy with the way things are done here	25 (18.2)	35 (25.5)	17 (12.4)	34 (24.8)	26 (19.0)	3(1.4)

Source: Field data (2021); NW=Not Well; FW=Fairly Well; W=Well; VW=Very Well; E=Excellent; M=Men; SD=Standard Deviation; n(%)=Frequency (Percent).

The findings, in Table 2 describing programs that have an impact on the organization performance, shows that 57 (41.6%) of the participants replied very well and 49 (35.8%) excellent that the employer gives recognition for good work done and receiving constructive criticism. The findings are similar to the study done by Pooja et al., (2016) who reported that employees had a good program of reward, queries were looked at by employers and employees feel ideas are considered. This means that the company that gives constructive feedback to employees helps to improve the performance of workers.

Again 35 (25.5%) argued very well and 17 (12.4%) excellent that the manager shows positive interest in the employee, the same as 54 (39.4%) supported very well and 53 (38.7%) excellent that the employer provides an opportunity for team celebration. The study concurred with Ngoisa,(2016) who depicted several factors of employees' performance in a job like employers' good relationships with workers, training, work balance, salary, and development programs. This finding precisely justifies that having productive employees in an organization needs a company to have clear policy/programs such as recognition, team celebration, and manager's motivation that needs to be implemented and followed by supervisors.

In table 2, 49 (35.8%) claimed very well and 27 (19.7%) had excellent feelings emotionally attached to the company, while 42 (30.7%) very well and 26 (19.0%) responded excellently that the employer has managed to satisfy the needs of an employee. Shahid, (2013) has a similar thought as a result of this study that having a workable start to employees will always provide a company with a good advantage and higher productivity, Hajli et al, (2017) added that identifying different indicators of organization performance like recognizing the efforts of an employee. This implies that different factors must be considered to ensure the OP of employees and this study found almost more than half of participants supported that the organization applied for different programs.
Table 2 alsoshows that 49 (35.8%) replied very well, and 45 (32.8%) excellent that the supervisor seems concerned about the welfare of the employees. This means workers are recognized and have a free working environment, needs, and feeling attached. These findings look likely with Nagesh et al., (2018) and Hewitt, (2013) as reported that working environment, organization image, the relationship between workers, and psychological leading influences the employee.

Correspondingly, the result shows 46 (33.6%) participants supported very well and 35 (25.5%) excellent that employers make them feel important at the same time 45 (32.8%) implied very well and 61 (44.5%) excellent get credit for what they do. In addition, 52 (38.0%) very well and 31 (22.6%) excellent, means that they were satisfied with the level of challenge in their current role. Furthermore, the result shows 34 (24.8%) argued very well and 26 (19.0%) excellent to be happy with the way things are done in the institutions.This finding shows that the organization applies different programs that affect employees in the organization's performance as the majority replied very well and excellent.

This means that there are clear programs implemented that employees feel emotionally attached to the company, the employer has managed to satisfy the needs of an employee, the supervisor seems concerned about employee welfare, and the employer makes the employee feel important, get credit for what they do, they are satisfied with the level of challenge in their current role as well as happy with the way things are done in the company.

Also, applying those programs will add value to engagement similar to the findings of Bhattacharya, (2015) and Kragulj, (2016) who reported recognized and engaged employees constitute a highly productive workforce and are likely to affect the company processes in working. However, Agrawal, (2016) added similar findings that expecting better outcomes should be keen in considering the needs and ready to support employees. Hence the organization has programs that affect employees, understandable can encourage employee performance in the working place.

8.2 Career growth on organization performance at TPC in Moshi.

The study sought to determine how career growth has an impact on employee productivity. The findings are presented in Table 3.

Table 3:Influence of career growth on organization performance (n=137)

Variables	VL n(%)	L n(%)	N n(%)	H n(%)	VH n(%)	M(SD)
The company runs on-job training programs for employees	6 (4.4)	11 (8)	9 (6.6)	51 (37.2)	60 (43.8)	4.1(1.1)
There is job rotation and job observation to sharpen skills across departments	3 (2.2)	12 (8.8)	25 (18.2)	52 (38.0)	45 (32.8)	3.9(1)
The company offers career mentoring	6 (4.4)	11 (8)	13 (9.5)	52 (38.0)	55 (40.1)	4(1.1)
There is career counseling	7 (5.1)	11 (8.0)	23 (16.8)	50 (36.5)	46 (33.6)	3.9(1.1)
The company provides skills and abilities as outlined in the job description	12 (8.8)	11 (8).0	27 (19.7)	44 (32.1)	43 (31.4)	3.7(1.2)
Supervisors support the use of job performance	13 (9.5)	21 (15.3)	36 (26.3)	28 (20.4)	39 (28.5)	3.4(1.3)
The company has sponsorship programs that assist employees to pursue academic and professional education programs.	11 (8.0)	10 (7.3)	22 (16.1)	44 (32.1)	50 (36.5)	3.8(1.2)
There is an individual training needs analysis	9 (6.6)	25 (18.2)	21 (15.3)	37 (27.0)	45 (32.8)	3.6(1.3)
The company provides enlargement developmental activity	5 (3.6)	18 (13.1)	13 (9.5)	37 (27.0)	64 (46.7)	4(1.2)

Source: Field data (2021); VL=Very Little; L=Little; N=Neutral=High; VH=Very High; M=Men; SD=Standard Deviation; n(%)=Frequency (Percent)

The results from Table 3, show 51 (37.2%) argued high and 60 (43.8%) very high that the company runs on-job training programs for employees. which helps employees to develop their skills for good performance. The study is similar to that of Assertively Moletsane et al., (2019) and Priya, (2019) who added that trained employees engaged and had relationships with production and satisfied employees. Again 52 (38.0%) reported high and 45 (32.8%) very high that there is job rotation and job observation to sharpen skills across departments, as well as 52 (38.0%), replied high and 55 (40.1%) very high that the company offers career mentoring. The results of the variables show that career growth is considered by the company that reflects engagements that lead to employee productivity. The findings are likely with Mkindi et al., (2017) who reported that effectiveness in training is related to greater career development that leads to better employee performance. Also, Mkindi et al., depicted there is a relationship between career growth and the performance of an employee in the organization in the sense that more career development plan considered has a strong relationship with employee performance. Also, the study findings are identical with Ngoisa, (2016) who reported career growth and salary being significant roles to avoid employees quitting the job.

The study from table 3 also found the majority of employees 50 (36.5%) argued high and 46 (33.6%) very high that there is career counseling, whereby employees are advised to plan for their career growth, 28 (20.4%) high and 39 (28.5%) very high companies. The company provides skills and abilities as outlined in the job description which helps clarity to employees

and leads to good performance on employees. Also, this finding is comparable to Mark & Nzulwa, (2018) as reported developing the career of an employee has a positive relationship with employee performance. Otwere, (2017) Also added that organizations should adopt career development methods like career counseling, career planning, career mentors, and training programs to improve organizational performance. Furthermore, Mark & Nzulwa highlighted that 34.9% of career development contributed to employee performance. This supplement that considers the career growth of an employee replicates the future of the organization's performance.

The study found that 44 (32.1%) of employees replied high and 50 (36.5%) very high that the company has career programs that assist employees to pursue academic and professional education programs. This finding is similar to Eddy et al., (2010) who described that any institution that focuses on having a different developmental program for its employees, is creating an environment that is conducive for good performance of the employee as well as the company. In addition, this study is similar to Forbes et al., (2014) who contributed by writing, the best employee is known while working for an institution that recognizes how to improve his or her profession for the benefit of improving performance.
Also, the results of 37 (27.0%) supported high and 45 (32.8%) very high that the company maintains individual training needs analysis. This means that the company conducting training needs analysis helps to identify areas of development that allow employees to improve skills for good performance and increase productivity. Allison Rossett & Kendra Sheldon (2001) explained that training needs to be conducted so that employees can carry out their job effectively, safely and efficiently, and develop their careers.

Table 3 again found that 37 (27.0%) high and 64 (46.7%) reported very high that companies provide enlargement developmental activity. The study result is the same as what was observed by Otwere, (2017) who described that the career growth of employees increases efficiency in the organization. Likewise, Ying, (2016) portrayed similar findings with this study that engaged employees are more likely willing to do some extra work and get the work done in time.

Also, the concern of the career growth of an employee continuously contributes to its success and enhances productivity. This is similar to Kenexa, (2010) and Gustomo, (2017) as reported consideration of employees having higher performance contrary to lower. As per study results, it is revealed that career programs are much considered by the company hence it increases high performance, that on-job training, internal online training, developmental activities, and support from a company for higher professional level are highly considered by the company to accelerate employee performance.

The relationship between employee engagement and organizational performance
Linear regression was run to obtain predictive values of one response variable from another explanatory variable where there is a causal relationship between the two variables. The study considered a linear regression formula for a straight line that is $y = \alpha+\beta_1 x_1+ \varepsilon$. Commonly represented as α and β_1 are constants and are parameters (or coefficients) that need to be estimated from data (Table 4).

Table 4: Model Summary on the effects of employee engagement on organization performance.

R	R Square	Adjusted R Square	Std. An error of the Estimate
.412[a]	0.642	0.407	5.298

a=Predictors

The results in Table 4 indicate that there is a positive linear relationship between employee engagement and organizational performance (R^2 = 0.642). The value of R^2 implying that 64.2% of the variation in the level of organization performance is explained by employee engagement. That is an increase in efficiency of the employee engagement, goes hand in hand with the level of organization performance**.** Admittedly, the findings are similar to Sitati,(2017) who also reported a significant relationship between employee recognition and organization performance. The finding of this current study gives emphasis that once the employee considers more on engagement will bring positive effects on organization performance. In addition to the study done by Too, (2017) also reported linear relationships on factors for employee engagement like a reward and its positive impact on organization performance.

Effects on employee engagement.

This technique has been used to test the significance of regression models. It has been done to test whether there is a relationship between the dependent variable and the independent variables to report how well the regression equation predicts the dependent variable (Table 5).

Table 5:Results on the effects on employee engagement.

	Sum of Squares	Df	Mean Square	F	Sig.
Regression	2653.131	1	2653.131	94.523	.000[b]
Residual	3789.277	135	28.069		
Total	6442.409	136			

b=Predictors

The result in Table 5 indicates that the regression model predicts the dependent variable significantly well p-value (sig<0.001). Hence, employee engagement is significant in determining the level of organization performance. The 2016 meta-analysis also verified that employee engagement relates to productivity (Gallup, 2016). This means that the performance of the organizations is contributed much by the level of engagement. Factors such as rewards, recognition, and career growth have a positive impact on company performance.

Coefficients for employee engagement on the level of Organization performance

Regression analysis determined the magnitude of the effect and the study observed the relationship between the dependent variable and independent variables. The coefficients of the independent variables β_1 considered whether there is a relationship between the two variables or not.

Table 6: Coefficients for Employee engagement

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95% CI for B	
	B	Std. Error	Beta			Lower Bound	Upper Bound
Constant	19.226	2.581		7.448	0.000*	14.120	24.331
Theoretical modal belief	0.718	0.074	0.642	9.722	0.000*	0.572	0.864

*<0.001 very significant; CI= Confidence Interval; B = Unstandardized Coefficients

The predictive model: $Y= \alpha+\beta_1 x_1$. Organization Performance (Y) = 19.226 + 0.718 (Employee engagement). Since the slope is positive, the more employee engagement is improved, will result in high organizational performance.The study reported p=0.000 means p <0.001, Therefore, employee engagement is significantly predictive of the organization's performance. From the study, the value of β_1 was 0.718. The findings imply that an increase in efficiency of employee engagementhas a positive impact on organization performance (Table 6).The findings are similar to a study done by Mark & Nzulwa, (2018) who accordingly resolved that career development influences employee performance and relates to employee engagement.

9. Conclusions and Recommendations.

9.1 Conclusions

The study revealed that employee engagement influencesorganizational performance. The factors such as rewards and recognition have been agreed to have a positive impact on the organization performance at Tanzania plantation company. It further observed that investing in rewards and recognition programs/plans such as recognition for good results, giving constructive criticism, an opportunity for a team celebration, satisfying the needs of an employee, good supervision from managers, valuing employees, giving credit for a good job and giving constructive challenges in their roles have been recommended to have a greater impact on organizational performance whereby good talent can also be retained, employee high productivities can be increased and company profits can also be increased

Likewise, the study found that there is a good relationship between employee engagement and organizational performance. This is due to the effect of career growth on the performance of an organization in a sense of adopting necessity required by employees, identifying employee strength, running on the job and online training, continuous career growth, preparing potential and utilizing relevant employees to the right position. This is also supported by Nagesh, Kulenur & Shetty (2018) that, engagement factors such as work environment, supervision, the relationship between co-workers, development of engaging employees, organization image, and training
have positive relationships with organizational performance.

Contrary to the study, not all factors that encourage employee engagement are practiced to a large extent. This is because the average score for almost all items rated with M(SD) ranged from 3 to 4. This means the remaining average participants disagreed or strongly disagreed that the factor is not applied appropriately.

9.2 Recommendations

Based on the observed findings, it is lively for organizations to bear in mind that the approaches they use to reward, recognize employee and career growth might have likely effects on both employee and employer. Also, considering employee engagement is a significant aspect of the success of talented employees and organization productivity. Therefore, it is insisted that management and human resources practitioners should be focused on engaging employees to strengthen optimum engagement levels to increase employee efficiency and high organizational performance. Employee engagement is found to influence productivity in agriculture companies, where management and other company stakeholders should consider good engagement strategies and put in place clear programs to enhance employee engagement in agriculture companies. Managers should be trained and coached on how to engage employees. This will create readiness for managers as well as effective employee engagement.

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