

## The effect of employee engagement on organisational performance: A case study of Muhimbili Orthopaedic Institute (MOI), Tanzania

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### ABSTRACT

This study intended to assess the impact of employee engagement on organisational effectiveness, using the Muhimbili Orthopaedic Institute in Tanzania as a case study. Specifically, it investigated the effect of employee engagement on organisational performance. Guided by Human Capital Theory, the study adopted a case study design within a quantitative research framework. Data were collected through structured questionnaires administered to 222 respondents. Analysis was conducted using SPSS version 21, employing correlation techniques, with results presented in statistical tables. The findings indicated a significant positive correlation between employee engagement and organisational performance, underscoring their critical role in enhancing institutional effectiveness. Based on these results, the study recommends that Muhimbili Orthopaedic Institute establish clear key performance indicators (KPIs). These KPIs should link training outcomes with patient satisfaction, staff productivity, and surgical success rates. The study also recommends connecting engagement initiatives directly with organisational performance. Furthermore, it advocates for a National Health Workforce Engagement Policy. This policy should promote employee involvement, recognition, and well-being across public health institutions. The Muhimbili Orthopaedic Institute can serve as a model for its implementation.

**Keywords:** Employee Training, Employee Engagement, Muhimbili Orthopaedic Institute, Organization Performance, Tanzania

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### I. INTRODUCTION

Employee engagement is defined as the emotional commitment and involvement of employees in carrying out their daily responsibilities within the organization (Ouhammou & Manar, 2024). Employee development through training seeks to align organisational objectives with employees' needs and aspirations (Sanga, 2024). As noted by Mwamakula (2024), career training is essential in building employees' capabilities to perform new roles, which are often evaluated based on productivity. Institutions implement staff training and development programs to strengthen employees' skills, competencies, and knowledge (Abubakar, 2024; Pinto et al., 2020). Evidence from the United Kingdom and the United States shows that strategic training initiatives foster greater employee engagement, which in turn enhances retention, drives organisational innovation, and improves overall performance (Smith & Brown, 2023; Johnson et al., 2022). Both countries emphasize providing accurate information to support decision-making and cultivating continuous learning cultures that boost market efficiency. In contrast, China increasingly recognizes staff training and engagement as essential for sustaining its rapidly growing industrial sector, promoting both skill development and workplace participation (Li & Wang, 2023). However, the situation in North Korea differs significantly, as government restrictions greatly limit exposure to global practices, resulting in insufficient data on staff training and employee engagement in the country (Kim & Park, 2022).

Most literature across the African continent highlights that many organizations invest in continuous training initiatives to foster innovation, reduce turnover, and enhance organisational efficiency (Adeyemi & Yusuf, 2023; Mensah & Boateng, 2023). Specifically, training initiatives in South Africa and Nigeria, coupled with the growing emphasis on employee engagement, have been shown to boost morale and job satisfaction, which translate into improved performance (Nkosi & Mbatha, 2024). Furthermore, participatory and engagement mechanisms in Ghana, Kenya, Uganda, and Tanzania have been reported to strengthen employee commitment, reduce turnover, and elevate staff morale (Muller, 2018; Kariuki, 2023). In Egypt, comprehensive training and engagement programs are strongly associated with improved service quality and market sustainability across both public and private enterprises (El-Sayed & Hassan, 2024).

Usually, organizations are relevantly concerned with the legitimacy of their hiring practices and employees' career development to attain peak performance and competitive position (Mehale et al., 2021). In the study by Rani et al. (2024), career development and training is the cornerstone in building employees' confidence and competences. Research demonstrates that targeted training initiatives and employee participation are most important aspects in fueling

healthcare outcomes, workplace performance and service quality provision in Tanzanian organizations (Moshia et al., 2022). Organizations that carry out career development opportunities also assist them in planning for their own and the company's future; and so preventing tardiness that could impair performance (Achackzai, 2024). In that regard, staff development helps organizations close the performance gap between present and predicted future performance (Mdhlalose, 2020).

Despite these efforts, challenges such as resource limitations, restricted access to continuous professional development, and infrastructural gaps continue to impede optimal organisational performance (Odanwu & Uchenna, 2024). Addressing these issues calls for integrated strategies that support sustainable training, enhance employee engagement, and build health system resilience to improve overall health outcomes in Tanzania (World Health Organization, 2023). In evaluating the impact of employee engagement on organisational effectiveness, prior studies have examined factors such as training materials and facilities, scheduling, delivery methods, and content, along with their associated outcomes (Odunayo & Fagbemi, 2024). Guided by this perspective, the present study adopts Human Capital Theory to assess the impact of employee engagement on organisational effectiveness, using Muhimbili Orthopaedic Institute in Tanzania as a case study.

### 1.1 Statement of the Problem

Empirical literatures such as Arulsamy et al. (2024), Opoku et al. (2023), Rani et al. (2024) and Abubakar (2024) underscore the critical importance of refresher training and staff development in enhancing staff commitment to adopt new practices for improving overall performance. Additionally, the government of Tanzania publicly endorses the importance and necessity for continuous training and career development for all public servants as built on the Public Service Management and Employment Policy (PSMEP) of 1999, as was amended in 2008. Although, many institutions find it hard to keep organisational staff engaged due to challenges such as poor leadership, poor communication and few career development options (Pillay & Singh, 2018). Mansor et al. (2023) however, built that employee engagement remains very crucial for organization's success. Ngwasi (2022) perpetuates the recognition, importance and outcomes of training programs, however they don't always meet initial expectations. While there is a lot of research on training and development's impact on institution performance, there is still a big gap on engagement in nursing staff in Tanzania. Studies like Opoku et al. (2023) overlooked this important area, leading to a lack of understanding about how affects nurses' performance and commitment in public hospitals in Tanzania. This study focused on filling this gap by looking at how effective employee engagement impact on organisational performance at Muhimbili Orthopaedic Institute; specifically looking at the relationship between employee engagement on organisational performance.

### 1.2 Research Objectives

To examine the effects of employee engagement on organisational performance at Muhimbili Orthopaedic Institute (MOI).

### 1.3 Research Hypotheses

H<sub>1</sub>: Employee engagement have a significant positive influence on organisational performance at Muhimbili Orthopaedic Institute (MOI).

## II. LITERATURE REVIEW

### 2.1 Human Capital Theory

"Human Capital Theory" is a term in economics which regard people as the great companies' asset of production due to their knowledge, skills, abilities, and experience (Wirajing et al., 2023). The theory was postulated in the 1960s by Gary Becker and Theodore Schultz, who insisted on the necessity of investing in people's education, training and development to boost their effectiveness in organisational outcomes (Namawu, 2024). Human Capital Theory consider people as more productive when they are subjected into career development to acquire potential skills and knowledge through training, education, and job experience. In addition, the Human Capital Theory argue that companies invest in their employees for sustainability and competitiveness.

Human Capital Theory posits that employees are valuable assets whose knowledge, skills, and motivation contribute directly to organisational productivity and performance; therefore, organizations that foster strong employee engagement through involvement, recognition, and professional development can maximize returns on their human capital investment. Engaged employees are more committed, innovative, and willing to exert discretionary effort, which enhances efficiency, service quality, and overall competitiveness. Recent studies also highlight that engagement strengthens organisational resilience and adaptability by leveraging employees' tacit knowledge and collaborative capacities, thereby linking individual well-being to collective performance outcomes (Memon et al., 2023). From a Human Capital Theory perspective, engagement initiatives are not just motivational tools but strategic investments that

enhance both the capacity and productivity of the workforce, ultimately improving organisational sustainability and long-term success.

## **2.2 Empirical Review**

### **2.2.1 Effects of Employee Engagement on Organisational Performance.**

Ouhammou and Manar (2024) investigated the workers' engagement at Alibaba Group and their influence on firm performance. The study indicated that Alibaba Group uses a positive work environment and inclusive culture, which promotes autonomy for employees and continuous learning and so leveling high employee engagement and job satisfaction. In a related study, Mansor et al. (2023) investigated the relationship between employee engagement and organisational performance. The study showed strong positive correlation between employee engagement and organisational performance.

In a related study, Gede and Huluka (2024) explored the effects of staff development practices on various dimensions of employee engagement, such as job satisfaction, organisational commitment, advocacy, pride, intention to stay, and emotional connection. The study showed strong positive correlation between staff development on these aspects of employee engagement. Additionally, Gede and Huluka (2024) assessed the influence of employee engagement on organisational performance within public universities in Ethiopia. Findings revealed that dedication, vigor and absorption strongly affect organisational performance in higher education. Mampuru et al. (2024) conducted a study in exploring the effects of staff development on job satisfaction, loyalty, and retention among academic employees. Findings through regression analysis indicated strong positive correlation between staff development programs and the levels of job satisfaction, loyalty, and retention among academic workers. Odunayo and Fagbemide's (2024), Abubakar's (2024), and Opoku et al.'s (2023) in their investigations they discovered some strong relationships between cultural/contextual characteristics, training efficacy, and overall organisational performance. Additionally, the quantitative results indicated significant gains in skills influenced job performance.

Yeboah et al. (2024) indicated that professional development programs sufficiently addressed operational challenges faced by workers upon their entry into Ghana Atomic Energy Commission (GAEC). Additionally, Msacky (2024) confirmed strong positive associations between employee retention, skills acquisition, knowledge acquisition, training opportunities, and training duration. In that regard, employee retention in health sectors under Local Government Authorities (LGAs) is high due to ongoing training and career development programs. This conclusion was in contrast to Kwon et al. (2024) who found that the employee development and engagement mutually influence one another; hence job performance is further strengthened relationship among employees, creating a positive cycle of improvement.

## **III. METHODOLOGY**

### **3.1 Research Approach**

The study employed a quantitative approach because it allowed the researcher to collect measurable data from a large number of nurses' staff, for establishing statistical relationships between engagement levels and performance outcomes. This approach enabled the use of structured tools such as questionnaires to generate objective and comparable data, which could then be analyzed using statistical techniques to determine the strength and significance of the relationship between variables.

### **3.2 Research Design**

A case study research design was suitable for this study because it allowed for an in-depth exploration of complex, context-specific issues within a single institution. Muhimbili Orthopaedic Institute, being a specialized and unique health facility in Tanzania, provided an environment with rich quantitative data that could be collected to capture how employee engagement practices influence performance outcomes particularly in service delivery. Also, it was possible to triangulate data from multiple sources including documents, thereby offering understanding of the relationship between human resource practices and organisational performance.

### **3.3 Study Area and Target Population**

The Muhimbili Orthopaedic Institute (MOI) was selected for the topic under study due to its reputation for focused services in orthopaedics and rehabilitation, as well as its diverse dedicated human resources. This diversity enhanced thorough assessment of various workers training and engagement initiatives and their effects on engagement levels. Muhimbili Orthopaedic Institute possesses a skilled team of 500 registered nurses centred in four departments: Orthopaedic and Traumatic Care, Neurosurgery (Brain and Spine), Clinical Support Services, and Nursing Services.

### 3.4 Sample Size and Sampling Technique

A randomized sampling was employed across the nursing staff strata to achieve a sample size of 222 at Muhimbili Orthopaedic Institute Dar es Salaam Tanzania. The Yamane formula,  $n = N / (1 + Ne^2)$ , employed to guide the sampling through randomization to ensure a representative sample size. In this formula, 'n' stands for the calculated sample size, 'N' represents the total population of 500 nursing staff, and 'e' represent the margin of error which is set at 0.05 for a 95% confidence level.

$n = \frac{500}{1+500(0.05^2)}$ ,  $n = 222$  nurses being selected from all four departments as indicated in Table 1.

**Table 1**

*Sample Size Distribution (n= 222)*

Sampling Procedure	Categorical Strata	Size (n)
Simple random	<b>Section/Department</b>	
	Orthopedic and Traumatic Care	55
	Neurosurgery (Brain and Spine)	55
	Clinical Support Services	55
	Nursing Services	55
	Nurses' supervisors	2
<b>Total</b>		<b>222</b>

A uniform distribution of 55 nurses per department was determined based on information provided by a nursing officer; each department has a no fixed number of nurses, nurses may move between departments depending on the tasks at hand (Nursing Officer, 2025).

### 3.5 Data Collection Methods

A questionnaire was suitable in data collection because it helped the researcher to gather standardized data from a large number of nurses' employees within a short time and at a relatively low cost. Further, it ensured anonymity, reduced interviewer bias and enabled the researcher to analyze responses systematically to establish relationships between engagement and performance.

### 3.6 Reliability and Validity

Cronbach's Alpha was employed in determining reliability because the study utilized the structured questionnaires with multiple items designed to measure variables such as nurses' engagement and organisational performance. Since these items were meant to capture the same underlying study constructs, it was necessary to test whether they were internally consistent and produced stable outcomes. Therefore, Cronbach's Alpha was used for reliability test for such Likert-scale survey instruments, to check the correlation as well as drawing reliable and valid conclusions. This enhanced the credibility of the findings by confirming that the measures of training and engagement consistently reflected their intended constructs. On the other hand, validity was achieved through the engaging the academic staff to use their expertise in training and engagement, to assess the items of the data collection instrument. Further, the piloting of the tools was administered on a selected area however was not involved in the actual sample.

### 3.7 Data Analysis Procedures

Data analysis was conducted using SPSS version 21. Quantitative data from the Likert scale questionnaire were coded, tabulated and systematically processed before undergoing detailed analysis. The Pearson correlation technique was employed to determine the strength and direction of the relationships among the study variables.

## IV. FINDINGS & DISCUSSION

### 4.1 Employee Engagement

Effect of employee engagement on organisational performance was interrogated by five items: I feel engaged and motivated in my work environment, the organization has effective strategies to keep employees motivated and engaged, my opinions and suggestions are valued by management, employee engagement positively influences teamwork and collaboration in my department and there are significant factors that contribute to low employee engagement in this organization as presented in Table 2.

**Table 2**

*Pearson Correlation Matrix Showing the Relationship between Employee Engagement and Organisational Performance*

Variables	Mean	SD	Cal.r	p-value
I feel engaged and motivated	8.99	3.716	-1	
Org keep workers motivated and engaged	8.93	3.736	.505	.000
My opinions and suggestions are valued	8.88	3.705	.397	.000
Engagement influences teamwork	8.88	3.771	.696	.000
Factors for low employee engagement	8.91	3.713	.686	.000

Correlation is significant at 01 level; df=188; 043

The results presented in Table 2 show that all p-values are .000, which are well below the 0.05 significance level at 188 degrees of freedom. A mean range of 8.88–8.99 reveals a positive attitudes of respondents highly expressed towards the factors measured, suggesting strong employee engagement and favourable perceptions of organisational performance. This provides robust statistical evidence supporting the alternative hypothesis that employee engagement is significantly correlated with organisational performance.

The R-values, ranging from .244\*\* to .697\*\*, indicate a moderate positive relationship between various aspects of employee engagement and overall organisational effectiveness. These aspects include employees' motivation and commitment in the workplace, the effectiveness of organisational strategies in sustaining engagement, the extent to which management values employee input, and the role of engagement in promoting teamwork and collaboration. Although the findings confirm that higher engagement levels are generally associated with improved performance outcomes, they also reveal underlying factors contributing to employee disengagement. This underscores the need to address structural and managerial barriers that undermine engagement initiatives. Similar conclusions were reached by Osei and Nyarko (2023), who observed that organisations adopting inclusive engagement practices and recognising employee contributions tend to achieve higher levels of productivity, innovation, and workforce retention.

This potential level of relationship underscores the critical role of employee engagement on organisational performance. The implication of this finding is that organizations seeking to improve efficiency, productivity, and overall success should prioritize strategies that foster employee engagement, as it is a key driver of organisational effectiveness. The finding was consistent with Ouhammou and Manar (2024) who found that practices enable high employee engagement increased job satisfaction and commitment.

Human capital theory posits that the skills, knowledge, and experience of employees significantly contribute to organisational performance (Mayilyan & Yedigaryan, 2022). In the context of the nurses' engagement on organisational performance at Muhimbili Orthopaedic Institute, this theory demonstrates how engaged nursing staff enhance the quality of patient care, improve operational efficiency and foster a positive workplace culture. When nurses are actively involved in decision-making, continuous training, and professional development, they not only increase their own competencies but also lead to better health outcomes and higher patient satisfaction (Wirajing et al., 2023). This, in turn, boosts the organization's reputation, reduces turnover rates, and ultimately elevates overall performance (Namawu, 2024).

#### **4.1.1 I Feeling Engaged and Motivated in my Work Environment**

Findings imply that while the significant relationship between nurses' staff feelings of engagement and motivation at Muhimbili Orthopaedic Institute working area, however the correlation is weak ( $r = .244, p = .000$ ). The statement suggests that despite the engagement level and motivation as related to some outcomes in the environment, other aspects are thought to greater influence on nurses' staff satisfaction. In that regard, some additional initiatives beyond engagement and motivation seem necessary to improve organisational performance. The findings showed that 53% of the respondent remained undecided; only 45% agree and strongly agree that they felt engaged and motivated in their work environment at Muhimbili Orthopaedic Institute. The findings therefore, suggest a significant opportunity for organisational improvement. This uncertainty indicates potential dissatisfaction and lack of clarity regarding workplace engagement initiatives, which could negatively impact nursing performance and patient care quality. Therefore, Muhimbili Orthopaedic Institute may need to implement targeted strategies to enhance communication, support and professional development, fostering a more motivating work environment (Ouhammou & Manar, 2024).

#### **4.1.2 The Organization has Effective Strategies to Keep Employees Motivated and Engaged**

Results imply that organisational initiatives directed at maintaining employee motivation and engagement provide crucial impact at Muhimbili Orthopaedic Institute health facility in Dar es Salaam. Correlation coefficient of ( $r = .505, p = .000$ ) suggests that effective initiatives to improve motivation and engagement are closely linked to improved workers' commitment, attitudes and better performance. This finding indicates a moderate level of employee satisfaction

with the current engagement initiatives. However, the fact that nearly half of the respondents do not fully agree highlights an opportunity for improvement. Therefore, Muhimbili Orthopaedic Institute can take this feedback to refine and enhance its motivational strategies, ensuring they are inclusive and impactful for all staff. Strengthening these initiatives could lead to higher employee morale, lower turnover rates, and improved organisational performance, ultimately benefiting patient care and creating a more positive work environment. This aligns with the perspective of fostering employee morale. Similarly, Ouhammou and Manar (2024) advocate for the development of a positive work environment and inclusive culture that encourages employee autonomy and continuous learning.

#### **4.1.3 Opinions and Suggestions Valued by Management**

Findings indicate that there is a statistically significant, however its weak, positive correlation between workers feeling that their suggestions and opinions are valued by management and the associated to the performance characteristics. The weak-to-moderate relationship ( $r = .297, p = .000$ ) suggests that while valuing workers' positive contribution, it may not be the greatest aspect for overall outcomes. This suggests that many employees feel their voices are not being heard, this situation led to decreased motivation and job satisfaction. The high percentage of undecided respondents indicates uncertainty about the organization's commitment to fostering open communication and valuing employee input. Findings are contrary to Mansor et al. (2023) and Jain and Khurana (2017) strong positive correlation between staff development and employee engagement; strong positive correlation between employee engagement and organisational performance respectively. Hence, management at Muhimbili Orthopaedic Institute should consider implementing more robust feedback mechanisms and actively demonstrating that employee suggestions are taken seriously.

#### **4.1.4 Employee Engagement Positively Influences Teamwork and Collaboration in my Department**

The findings imply that departmental engagement at Muhimbili Orthopaedic Institute significantly influences teamwork and collaboration. The ( $r = .696, p = .000$ ) imply strong and statistically significant positive correlation, which in turn suggests the higher levels of staff engagement are closely linked to improved cooperation and collaborative among team. A survey showed that 93% of employees agreed or strongly agreed with this. This high percentage means that most employees believe that being engaged at work improves how well they work together. Encouraging employee engagement could be an important way to boost teamwork and the overall performance of the department. The findings were in line with Kwon et al. (2024) found that employee development and engagement support each other, which improves job performance and strengthens relationships among employees, creating a positive cycle of improvement. This collaboration of employees shows a strong link between staff development and employee engagement (Jain & Khurana, 2017). Hence, a dedication, energy and focus greatly impact how well organizations perform in most (Gede & Huluka, 2024).

#### **4.1.5 There are Significant Factors that Contribute to Low Employee Engagement in this Organization**

The ( $r = .686, p = .000$ ) findings shows a strong and statistically significant correlation between the determined factors and low employee engagement at Muhimbili Orthopaedic Institute. Findings suggests that the poor communication, lack of support, insufficient recognition among employees diminishing staff engagement levels. According to Gede and Huluka, (2024) low employee engagement in an organization is attributed to several factors, including inadequate communication between management and staff, lack of recognition and appreciation for employees' contributions, limited opportunities for professional development and career advancement, and a disconnect between employees' values and the organization's mission. Additionally, a negative workplace culture, characterized by high levels of stress, poor work-life balance, and insufficient support from leadership, can further diminish employee morale and commitment as emphasized by Ouhammou and Manar (2024). Mampuru et al. (2024) insist that staff development programs and the levels of job satisfaction, loyalty and retention among academic workers improve mental stability and reduces turnover.

#### **4.2 Organizational Performance**

The findings on the organisational performance of MOI highlighted indicators such as: training and development contributing to the overall success of the organisation; employee engagement having a direct impact on organisational productivity and efficiency; employees feeling more engaged when their suggestions, opinions, and advice are valued by management; the organisation effectively aligning training, skills development, and employee engagement to enhance performance; and the provision of relevant resources to enable employees to apply newly acquired knowledge and skills in achieving organisational goals, as illustrated in Table 3.

**Table 3***Pearson Correlation Matrix Showing Organizational Performance*

Variables	Mean	SD	Cal.r	p-value
T&D contribute to org success	8.99	3.716	1	
Org keep workers motivated and engaged	8.93	3.736	.504	.000
My opinions and suggestions are valued	8.88	3.705	.601	.000
Org. align training with staff engagement	8.88	3.771	.696	.000
Resources are given to use obtained skills	8.91	3.713	.686	.000

Correlation is significant at 01 level; df=188; 043

The findings presented in Table 3, demonstrate that all p-values (.000) fall well below the 0.05 significance threshold at 188 degrees of freedom, thereby providing strong statistical support for the alternative hypothesis that employee engagement and organisational performance are significantly correlated. The mean range of 8.88–8.99 indicates that respondents expressed highly positive attitudes towards the variables under investigation, reflecting strong levels of employee engagement and favourable perceptions of organisational performance. Furthermore, the Pearson correlation coefficients, ranging from .505\*\* to 1.000\*\*, indicate a moderate to strong positive association between key dimensions of employee engagement and organisational success. In particular, the findings suggest that training and development initiatives play a pivotal role in enhancing overall organisational performance.

Furthermore, employee motivation and engagement are strongly influenced by the organisation's capacity to value employee input, foster collaborative teamwork, and implement mechanisms to address disengagement. Employees report higher levels of engagement when their opinions and suggestions are acknowledged by management, and when they receive adequate support and resources to apply newly acquired knowledge and skills in pursuit of organisational objectives. These findings are consistent with the recent work of (Abubakar, 2024; Pinto et al., 2020), who contend that aligning employee engagement strategies with training and performance goals not only enhances productivity but also cultivates a culture of continuous improvement and innovation within organisations.

## V. CONCLUSION & RECOMMENDATIONS

### 5.1 Conclusion

The findings indicated a strong positive consensus among respondents on the effectiveness of the interventions, highlighting the significant role of training and engagement in enhancing organisational performance. Employee engagement emerged as a critical factor influencing improved outcomes. Grounded in Human Capital Theory which emphasizes employees' knowledge, skills, and competencies as vital organisational assets the results suggest that strategic investments in training and engagement substantially strengthen organisational capacity. At Muhimbili Orthopaedic Institute, training initiatives focused on clinical skills development, patient management, and administrative efficiency are perceived to directly improve healthcare delivery, minimize patient wait times, and enhance the overall quality of services offered.

### 5.2 Recommendations

Muhimbili Orthopaedic Institute was argued to establish clear key performance indicators (KPIs) linked to training outcomes involving patient satisfaction, staff productivity and surgical success rates linked with engagement initiatives with organisational performance. The Ministry of Health in Tanzania and Muhimbili Orthopaedic Institute management should ensure sustainable availability of funds for staff training and engagement programs annually. Develop a National Health Workforce Engagement Policy which will promote employee involvement, recognition and well-being across all public health institutions using Muhimbili Orthopaedic Institute as a case study for implementation.

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