

**THE EFFECTS OF ORGANIZATIONAL CULTURE ON
EMPLOYEES' ENGAGEMENT IN ZANZIBAR PUBLIC AND
PRIVATE ORGANIZATIONS**

Thesis Submitted for the Award of the Degree of
DOCTOR OF PHILOSOPHY

in
Psychology

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LOVELY PROFESSIONAL UNIVERSITY, PUNJAB
2025

ABOUT THE STUDY COUNTRY (TANZANIA – ZANZIBAR)

Map of Tanzania Zanzibar



A portion of the map of Tanzania, is highlighted with a focus on 2 Islands of Zanzibar.

Source: [https://en.m.wikipedia.org/wiki/File:Spice Islands %28Zanzibar highlight](https://en.m.wikipedia.org/wiki/File:Spice_Islands_%28Zanzibar_highlighted%29.jpg)

Map of Tanzania, Zanzibar (Unguja & Pemba Island)



Topographic map of the Zanzibar Archipelago of the Western Indian Ocean, off the East Coast of Africa in Tanzania. Source:

https://en.m.wikipedia.org/wiki/File:Map_of_Zanzibar_Archipelago-en.svg

BRIEF HISTORY OF TANZANIA ZANZIBAR

Zanzibar's socio-economic and cultural identity has been shaped by its strategic role as a hub of Indian Ocean trade, colonial exploitation, and post-independence political transformation. From the 8th century onwards, Arab, Persian, and Indian merchants dominated its spice and slave trades, establishing a hierarchical society where economic power was concentrated among foreign elites. This early stratification influenced enduring workplace norms, including deference to authority and patronage-based employment patterns still observed in some Zanzibar institutions today.

The 19th-century Omani Sultanate and later British colonial rule (1890–1963) formalized bureaucratic systems while reinforcing racial and class divisions. The British introduced cash-crop economies and a civil service model that prioritized top-down governance, leaving a legacy of centralized decision-making in Zanzibar's public sector. However, the 1964 Zanzibar Revolution violently overturned this structure, replacing it with Afro-Shirazi socialist policies that emphasized collectivism (*ujamaa*) and state control. This abrupt shift created tensions between traditional communal values and the demands of modern administration—a duality still reflected in organizational cultures.

Post-revolution, Zanzibar's merger with Tanganyika formed Tanzania, granting the archipelago semi-autonomy. Today, its economy relies heavily on tourism and clove exports, exposing workplaces to global business practices while retaining deeply rooted local traditions. In public institutions, bureaucratic inertia from the colonial and socialist eras often clashes with private-sector demands for efficiency and innovation. Meanwhile, Zanzibar's multicultural heritage, a blend of Swahili, Arab, Indian, and African influences, manifests in nuanced communication styles, conflict-resolution approaches, and leadership expectations. For this study, this history is pivotal. It explains why Zanzibar's organizational cultures diverge from mainland Tanzania's and highlights the unique challenges of fostering employee engagement in a context where historical power dynamics, collectivist ideals, and globalized capitalism intersect.

CURRENT PRESIDENT OF TANZANIA AND ZANZIBAR

PRESIDENT OF ZANZIBAR



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PRESIDENT OF ZANZIBAR AND CHAIRMAN OF REVOLUTIONARY COUNCIL

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PRESIDENT OF TANZANIA

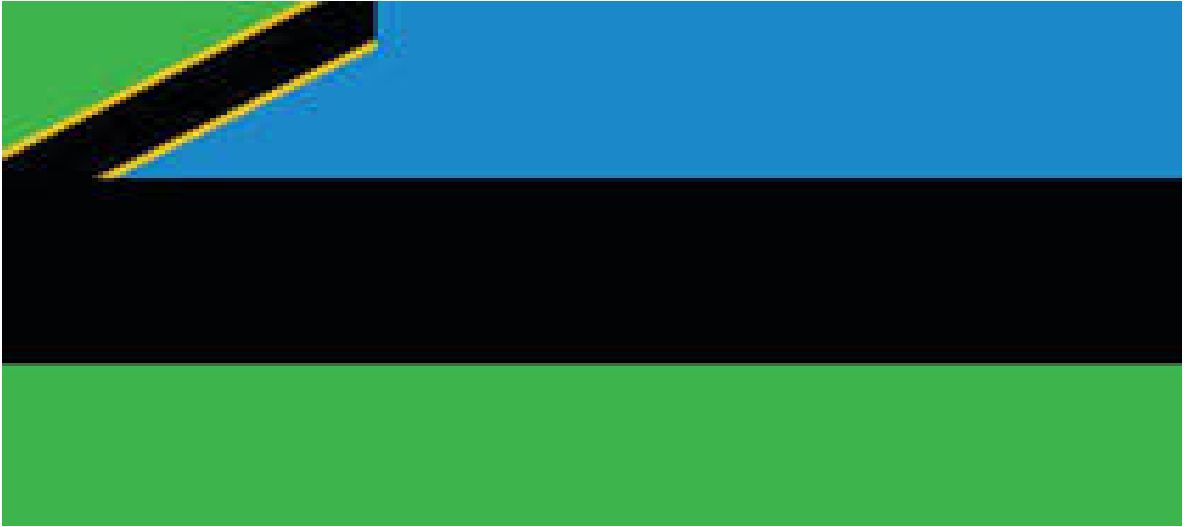


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NATIONAL FLAG

ZANZIBAR



Flag of Zanzibar

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TANZANIA



Flag of the United Republic of Tanzania

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2025

DECLARATION

I, hereby declare that the presented work in the thesis entitled “**The Effect of Organizational Culture on Employees Engagement in Zanzibar Public and Private Organizations**” in fulfillment of the degree of **Doctor of Philosophy (Ph.D.)** is the outcome of research work carried out by me under the supervision of Dr Mohammad Saleem, working as Assistant Professor, in the Psychology School of Liberal and Creative Arts of Lovely professional University, Punjab, India. In keeping with the general practice of reporting scientific observations, due acknowledgements have been made whenever work described here has been based on findings of any other investigator. This work has not been submitted in part or full to any other University or Institute for the award of any degree.

Signature of Scholar 

Name of Scholar: Halima Ali Ahmada

Registration No: 12100045

Department/School: Psychology

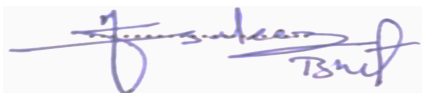
Lovely Professional University,

Punjab, India.

CERTIFICATE

This is to certify that the work reported in the Ph.D. thesis entitled “**The Effect of Organizational Culture on Employees Engagement in Zanzibar Public and Private Organizations**” submitted in fulfillment of the requirement for the award of degree of **Doctor of Philosophy (Ph.D.)** in Psychology, School of Liberal and Creative Arts, is a research work carried out by Halima Ali Ahmada, Registration No. 12100045, and is a bonafide record of her work carried out under my supervision and that no part of the thesis has been submitted for any other degree, diploma or equivalent course.

Signature of Supervisor:



Name of Supervisor: Mohammad Saleem;

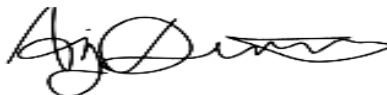
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Department/School: Psychology

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ABSTRACT

*This study investigates the **effects of organizational culture on employee engagement within Zanzibar's public and private organizations**. Employee engagement, recognized globally as a key factor influencing organizational success and employee well-being, remains underexplored within Zanzibar's unique social and economic context. This research addresses the gap by examining how organizational culture reflected in organizational structure, leadership styles, policies and guidelines, and reward systems affect employee engagement in Zanzibar.*

*The **significance** of employee engagement in Zanzibar cannot be overstated given the region's dynamic business environment, characterized by evolving labor demographics, technological advances, and economic fluctuations. While international studies have established the link between organizational culture and employee engagement, Zanzibar's distinct sociocultural landscape, shaped by communal ethics ("ujamaa") and hierarchical governance, requires context specific analysis. This research endeavors to provide such an analysis to support evidence based strategies that improve employee motivation and organizational outcomes.*

*The **main problem** posed by this study is: How does organizational culture impact employee engagement in Zanzibar's public and private organizations, and how can this understanding be utilized to enhance both organizational effectiveness and the well-being of employees? This question guided a comprehensive exploration into key cultural elements, specifically organizational structure, leadership style, policies and guidelines, and reward systems, and their relationship to employee engagement in the unique Zanzibar setting.*

*The **study's objectives** were threefold: (1) to map the organizational culture present in Zanzibar's public and private institutions; (2) to analyze the degree to which elements of culture affect employee engagement; and (3) to offer actionable recommendations to foster positive organizational environments conducive to sustained employee motivation and commitment.*

*A **Quantitative research design** was utilized to achieve these goals. Quantitative data were collected via structured and standardized questionnaires distributed to 322 employees across a representative sample of Zanzibar's public and private organizations. The questionnaire items drew on established theoretical models including Schein's (1992) organizational culture framework, Hofstede's (1984) cultural dimensions, and concepts of employee engagement developed by Kahn (1990) and Maslach & Leiter (1997). Complementary qualitative data were assembled through document analysis, enriching the quantitative findings and enabling contextual interpretation.*

*The **framework** integrates Schein's three tier cultural model comprising observable artifacts, espoused values, and underlying assumptions with Hofstede's cultural dimensions such as power distance and collectivism. Theoretical insights on employee engagement*

emphasized psychological meaningfulness, safety, and availability as core drivers of involvement and enthusiasm at work. The application of these models in Zanzibar elucidates how organizational culture shapes employee attitudes within a sociocultural context marked by collective values and entrenched hierarchies.

Key findings reveal that organizational culture substantially influences employee engagement by affecting employees' clarity of roles, perceptions of fairness, motivation, and psychological connection to their work. Well-defined organizational structures that clarify roles and facilitate team cohesion were positively associated with higher engagement. Conversely, rigid, unclear, or overly hierarchical structures contributed to disengagement, confusion, and reduced organizational commitment.

Leadership style emerged as a critical factor shaping engagement. Democratic and participative leadership approaches fostered empowerment, employee involvement, and intrinsic motivation. Employees under such leadership reported higher morale and a stronger emotional attachment to their organizations. In contrast, autocratic or laissez-faire leadership styles engendered disengagement by limiting employee autonomy and voice. These results align with global leadership theories but are particularly germane to Zanzibar's culture, where respect for authority coexists with a growing expectation for inclusive decision-making.

Policies and guidelines were found to impact trust and job security, which in turn influenced engagement. Organizations with transparent, consistent, and fair policies enjoyed greater employee loyalty and lower turnover intentions. However, ambiguous or inconsistently enforced policies created uncertainty, undermined trust, and facilitated disengagement. Reward systems played a decisive role in motivating employees. Effective reward mechanisms comprising both financial incentives and non-monetary recognitions such as career development and work-life balance enhanced employee commitment and satisfaction. Nonetheless, disparities in reward distribution and inadequacies in recognition were identified as sources of dissatisfaction.

A comparative analysis between public and private sectors provided nuanced insights. Public organizations tended to benefit from formalized structures and clear policies but struggled with hierarchical rigidity and limited employee voice, which constrained engagement. Private sector entities demonstrated more flexible cultural climates and innovative reward schemes but faced challenges related to rapid change and employee burnout risks.

Statistical analyses confirmed significant positive correlations between organizational culture variables and multiple engagement indicators including psychological involvement, pride in work, and resilience. The mixed-methods approach facilitated triangulation and enriched understanding of the mechanisms through which culture impacts engagement.

This research makes **key contributions** to organizational theory and practice. It broadens the applicability of foundational organizational culture models by validating them within an African, post-colonial context characterized by communal traditions and hierarchical

legacies. Moreover, it advances the literature on employee engagement by integrating cultural specifics and sectoral distinctions relevant to Zanzibar. Practically, the study offers evidence-informed recommendations for leaders and policymakers seeking to enhance workplace culture and engagement. These include investing in leadership development focused on participative styles, improving policy transparency and consistency, structuring equitable reward systems, and nurturing culturally aligned work environments.

The study's implications extend to enhancing employee well-being, reducing turnover and absenteeism, and ultimately improving organizational efficiency and service delivery in Zanzibar. The findings suggest that culturally sensitive interventions that acknowledge Zanzibar's unique sociocultural fabric are critical to fostering an engaged and motivated workforce capable of meeting contemporary challenges.

Limitations of the research include its cross-sectional design, which limits causal interpretations, and the reliance on self-reported data that may introduce response biases. Future research could deploy longitudinal methodologies and expand qualitative inquiries into employee experiences to deepen the understanding of engagement dynamics.

In conclusion, the study underscores the vital role of organizational culture in shaping employee engagement in Zanzibar's public and private sectors. By integrating theoretical frameworks with empirical data, it provides a robust platform for designing culturally relevant engagement strategies. The insights gained offer valuable guidance to organizations striving to cultivate positive work environments that support sustainable organizational success and employee fulfillment in Zanzibar's evolving economic landscape.

Keywords: *Organizational culture, organizational structure, policy and guidelines, employee engagement, reward system, leadership style, private and public organizations.*

PREFACE

First and foremost, I extend my profound gratitude to the Almighty God for blessing me with abundant knowledge, opportunities, and the fortitude needed to complete this thesis project successfully.

This research was undertaken with the goal of setting a benchmark for employee wellness programs, contributing to my professional growth, and assisting organizations worldwide. It aims to encourage healthier lifestyles and enable individuals to make well-informed choices in their personal and professional lives. Achieving this milestone was made possible through a 70% scholarship from Lovely Professional University (LPU) and considerable support from my government, for which I am immensely thankful.

Special appreciation goes to my brother Ahmada, Ibrahim, and my Uncle Said, whose financial support and advice ensured I had the necessary time and resources to pursue my professional aspirations.

I am indebted to the members of my dissertation committee for their invaluable lessons on both scientific research and life. Their professional guidance and personal advice have been pivotal. My sincere thanks to my first supervisor, Dr Rubina, and my second supervisor, Dr Mohammad Saleem, for their unwavering support and insightful guidance throughout this journey. Furthermore, I am grateful to my co-supervisor, Dr Andrew from Teesside University, UK, for his patience, dedication, and instrumental role in my academic achievements

My heartfelt appreciation extends to my entire family, especially my sister Raya, for their indispensable support in caring for my children, allowing me to commit to this project fully. A special thanks go to my husband and my cherished children, whose inspirations are the bedrock of my endeavors. My sister, Nelofah, deserves thanks for her unwavering support. To conclude, I thank everyone who has contributed to this journey and you, the reader, for your words of thanks. I hope this work enriches your understanding and enjoyment.

Submission Date: 25/04/2025

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LIST OF ABBREVIATION

AI	–	Artificial Intelligence
CEPST	–	Codes of Ethics for Public Servants in Tanzania
COVID	–	Coronavirus Disease, 2019
CRDB	–	Cooperative Rural Development Bank
CSR	–	Corporate Social Responsibility
DPDMOFVZ	–	Department of Planning, Development, and Monitoring of Finance and Vocational Training Zanzibar
EI	–	Emotional Intelligence
GDP	–	Gross Domestic Product
GDP	–	Gross Domestic Product
HR	–	Human Resources
HRMPPS	–	Human Resources Management Policies and Practices Scale
ICT	–	Information and Communication Technology
ILO	–	International Labour Organization
JD-R	–	Job Demands-Resources Model
LF	–	Laissez-faire (Leadership Style)
LPU	–	Lovely Professional University
MCMP	–	Ministry of Construction and Public Works
MoEVT	–	Ministry of Education and Vocational Training
NGOs	–	Non-Governmental Organizations
OCAI	–	Organizational Culture Assessment Instrument
PSS	–	Perceived Supervisor Support
SMEs	–	Small and Medium-sized Enterprises

SOS	–	Save Our Souls
TF	–	Transformational (Leadership Style)
UWES	–	Utrecht Work Engagement Scale
UNESCO	–	United Nations Educational, Scientific and Cultural Organization
WES	–	Work Engagement Survey
WEF	–	World Economic Forum
Zantel	–	Zanzibar Telecommunications Company
ZBC	–	Zanzibar Broadcasting Corporation
ZSSF	–	Zanzibar Social Security Fund
ZSTC	–	Zanzibar State Trading Cooperation

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CHAPTER ONE: INTRODUCTION

1.0 INTRODUCTION

Employee engagement is a critical driver of organizational success, as motivated and committed employees significantly contribute to achieving strategic goals (Boccoli et al., 2023). Conversely, disengagement can lead to reduced productivity, higher turnover, and diminished organizational performance. To cultivate a high-performing workforce, it is essential to understand the factors that influence engagement, with organizational culture playing a central role.

Organizational culture, defined as the shared values, norms, and practices that guide behavior within an organization, shapes employees' attitudes, job satisfaction, and level of engagement. A supportive culture fosters trust, belonging, and dedication, while a negative or misaligned culture can undermine motivation and lead to disengagement. This study examines the impact of organizational culture on employee engagement in Zanzibar's public and private sectors, where distinct cultural and structural frameworks may differentially influence workforce dynamics.

By analyzing these relationships, the research aims to provide actionable insights for leaders seeking to enhance engagement, improve performance, and create a sustainable competitive advantage.

1.1 Background and context of the research

Employee productivity, work happiness, and overall organizational performance have all been significantly impacted by employee engagement, which has made it a focal area for organizations worldwide. Engaged employees show discretionary effort, are driven to meet organizational objectives, and are emotionally invested in their work, all of which boost output and foster greater levels of creativity and innovation (Saks, 2006). Not only that, but also disengaged employees may display reduced job satisfaction, absenteeism, and higher turnover rates, posing substantial challenges to organizational success (Shen & Ren, 2023).

In North America, the focus is on employee engagement, fostering innovation, individualism, and work-life balance (Yaneva, 2018). Companies use strategies like flexible work arrangements, diversity initiatives, and recognition programs to enhance engagement levels (Shantz, 2013). Europe, Asia, Africa, South America, Australia (Oceania), and Antarctica all have diverse organizational landscapes, influencing employee engagement strategies. In North America, companies prioritize innovation, individualism, and work-life balance (Alam et al., 2023), while in Europe, work-life balance and inclusivity are prioritized. In Asia, loyalty and commitment are emphasized (Oh & Wu, 2023), while in Africa, community, teamwork, and societal development are prioritized (Otyola et al., 2013). South America emphasizes inclusive cultures, social responsibility, and sustainability, reflecting the region's commitment to broader societal and environmental concerns (MOKOENA, 2023). Australia's organizational culture is influenced by its unique geography and demographics, focusing on work-life balance, inclusivity, and environmental sustainability (Ingold et al., 2023). Antarctica's unique context requires international collaboration for research (Koch, 2023).

Employee engagement and organizational culture are crucial in Africa's diverse organizational landscape. African workplaces reflect a rich tapestry of cultures, languages, and traditions, influencing the dynamics of organizational life (Afrifa Jr. et al., 2022). Employee engagement in African organizations embodies collective responsibility and community, reflecting the communal values of African societies (Jnr et al., 2022). Organizational cultures prioritize interpersonal relationships, teamwork, and holistic employee well-being. Balancing modern practices with traditional values is a delicate task for many African organizations. Responsibility, in social cooperation, is a critical component of an organization in Africa (Morkos et al., 2010). Understanding the association between organizational culture and employee engagement is essential to cultivating positive workplace environments and fostering sustainable, high-performing workplaces (NJORGE, 2023).

Tanzania's organizational landscape is characterized by cultural diversity and economic growth, highlighting the significance of employee engagement in achieving organizational objectives. Organizations in Tanzania prioritize teamwork, respect, and community engagement, aligning their culture with broader societal values (Mwita et al., 2023). Balancing traditional values with modern demands is crucial for fostering a positive workplace culture (Atieno & Sang, 2023).

Furthermore, it is impossible to exaggerate the significance of employee engagement in Zanzibar. The dynamic business climate in Zanzibar presents distinct challenges for both public and private establishments, such as shifting labor demographics, technological innovations, and economic ups and downs (Hamdan, 2023). Given this, improving organizational effectiveness and preserving a competitive edge depend on an awareness of the elements that influence employee engagement (Bodiseowei & ODIRI, 2023). Organizational culture has a significant effect on how employees are engaged in the organization. It includes the common understanding, attitudes, conventions, and traits of employees that exist in an organization and have an impact on employees' involvement, attitudes, and job satisfaction (Book et al., 2019). Employee dedication, trust, and a sense of belonging are all bolstered by a favorable and encouraging work environment, which raises engagement levels (Schein, 1990). On the other hand, a toxic or negative culture can reduce worker motivation and cause disengagement (Makame et al., 2023). For Zanzibar's public and private organizations, it is crucial to observe the connection between organizational culture and employee engagement (Tejay & Mohammed, 2023).

Although a lot of study has already been done on organizational culture and employee engagement in a variety of settings, not much of it has been done, particularly in the Zanzibar environment. In order to fill this gap, this study looks into how organizational culture affects employee engagement in the particular sociocultural and organizational setting of Zanzibar (Jani, 2023). It was expected that the conclusion would provide fruitful information to Zanzibar's public and private organizations, assisting to the creation of customized plans to raise worker engagement and foster a healthy workplace culture. In the end, the findings of the study might result in higher worker satisfaction,

better organizational performance, and a more resilient and sustainable labor force in Zanzibar.

1.2 Statement of the problem

It has been determined that employee engagement is a critical indicator and influencing factor in the performance and success of an organization. Workers with strong emotional attachments to their jobs demonstrate higher levels of motivation and significantly aid in achieving organizational goals. Disengaged workers, on the other hand, might compromise an organization's efficacy through a rise in turnover, absenteeism, and productivity reduction. The relationship between organizational culture and employee engagement in Zanzibar's public and private organizations has not received much attention, despite the fact that employee engagement is vital. Given the unique cultural and organizational context of Zanzibar, analysis of it is very important. Thus, the study's main focus is on the following problem: In Zanzibar's organizations, how does organizational culture impact employee engagement, and how can this relationship be used to enhance the organization's performance and employees' well-being? By closely analyzing organizational structure, leadership style, policies and guidelines, reward systems, and their effects on employee engagement, the study provides management, policymakers, and organizational leaders in Zanzibar with insightful information. The goal of this study is to pinpoint the factors that affect employee engagement so that it can offer actionable suggestions for raising job satisfaction, developing a highly motivated and engaged workforce, and creating a positive work environment in both public and private organizations in Zanzibar. The statement of the problem is 'The Effects of Organizational Culture on Employees' Engagement in Zanzibar Public and Private Organizations.'

1.3. Objectives of the Study

The main objective of the study was to find out the effect of organizational culture on employees' engagement in Zanzibar's public and private organizations.

The primary objectives of this study are:

1. To identify the relationship between organizational structure and employees' engagement.
2. To observe the relationship between policy and guidelines and employees' engagement.
3. To find out the effects of leadership style on employees' engagement.
4. To find out the effects of the reward system on employees' engagement.

1.4. Research Questions

1. Is there any relationship between organizational structure and employees' engagement?
2. Is there any relationship between policy and guidelines and employees' engagement?
3. Are there any effects of leadership style on employees' engagement?
4. Are there any effects of the reward system on employees' engagement?

1.5. Hypothesis

Hypothesis 1: There is a significant positive correlation between organizational structure and employee engagement in an organization.

Hypothesis 2: There is a significant positive correlation between organization policies and guidelines and employee engagement.

Hypothesis 3: There is a significant positive impact of leadership styles within organizations on employee engagement.

Hypothesis 4: There is a significant positive impact of reward systems within organizations on employee engagement.

Hypothesis 5: There is a significant positive impact of organizational culture on employee engagement.

Hypothesis 6: There exists a significant mean difference in public and private organizations with respect to employee engagement.

1.6. Significance of the Study

This research contributes to existing knowledge by exploring the specific linkages between organizational culture and employee engagement in Zanzibar. It also provides

practical insights for policymakers and stakeholders, enabling them to formulate strategies that promote a positive work environment, improve performance, and gain a competitive advantage.

1.7. Scope of the study

We conducted this study in Zanzibar for both public and private organizations, covering all employee levels from lower to upper.

1.8. Operational Definition of the Study

Operational definitions are crucial in scientific writing and research, ensuring precise understanding, minimizing misinterpretation, and fostering consistency. They offer standardized descriptions of methodologies, enhance experiment repeatability, and facilitate effective communication. Operational definitions also address ethical considerations, contributing to research validity, reproducibility, and transparency. Incorporating well-defined operational definitions elevates research quality and reputation.

Organization: a structured group of people who collaborate and work together to attain their common goal (Robbins & Coulter, 2019). Meaning. It is a social structure that permits regulated performance in the service of group objectives (Daft, 2018). Setting standards, evaluating performance, comparing actual results to expectations, and, if necessary, making changes are all parts of controlled performance. To reach organizational goals, collective goals and common membership need to be engaged. (Buchanan & Huczynski, 2019).

Culture: is an engaging mental pattern that aids in establishing authority and the participation of individuals fulfilling responsibility to complete certain goals (Tylor, 1920). It is a corporate personality that affects attitudes toward conflict, change, failure, and success in organizations (Daum & Marais, 2021).

Organizational culture: It is a belief and operational procedures and practices that employees are expected to adhere to in an organization (Wong, 2020).

Employee: An employee is an individual hired by an employer to perform specific tasks in exchange for compensation, working under the employer's direction and control within an agreed-upon employment relationship (Budd, 2021).

Employee engagement: It is a multifaceted concept that includes awareness, feelings, and behaviors in addition to a unitary concept that is a positive mindset and a steadfast desire to meet corporate objectives. Describes how involved employees are both emotionally and intellectually in their work and the organization's overall objectives (Sun & Bunchapattanasakda, 2019).

Cognitive engagement is a type of involvement that relates to what a worker thinks about when they are at work, depending on the employer's specific strategy, task, or activity and the employee's investment in working. (Sinatra et al., 2015).

Emotional engagement: it is an affective reaction of employees toward the employer, core employees, and organization, such as attitudes, happiness, boredom, interests, and values (Heddy & Sinatra, 2013). Hence, positive emotions promote greater employee engagement than negative emotions and increase organizational success (Pekrun & Linnenbrink-Garcia, 2002; Broughton et al., 2003; Fredricks et al., 2004).

Behavioral engagement is any action taken by an employee at work to follow rules, adhere to organizational norms, exert effort, be persistent, be resilient, concentrate, pay attention, and contribute to work for organizational achievement (Skinner & Belmont, 1993; Marks, 2000).

Employee well-being is the overall condition of a worker's financial, emotional, mental, and physical well-being (Krekel et al., 2019). Many factors influence it, including decisions made, relationships with employees, and the tools and resources accessible to people in organizations (Le Fevre et al., 2003).

Organizational structure means dividing, coordinating, and organizing operations to meet specific organizational objectives (Pugh, 1990). It is a framework that describes

how specific actions should be taken to further an organization's objectives (Rezayian, 2005).

Policies and guidelines are systems that spell out what is expected from employees toward employees, managers, and the entire organization (Institute of Medicine, 2011).

Leadership is the capacity of an individual to lead, inspire, and influence group members in an organization toward a common organizational goal (Yuki, 2009).

A reward system is a framework for organizations to provide monetary or intangible rewards to employees as an exchange for their commitment to achieving corporate goals (Murlis et al., 2004).

CHAPTER TWO: LITERATURE REVIEW

2.0 LITERATURE REVIEW

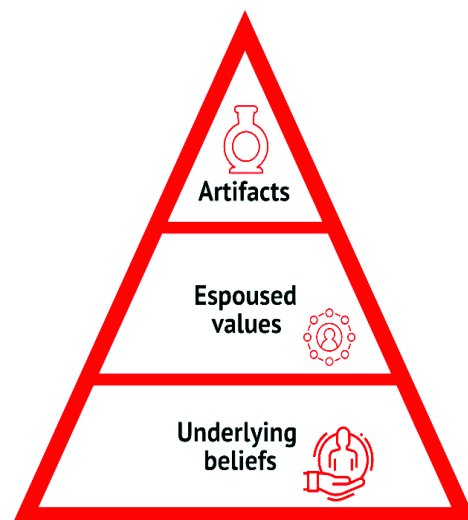
This chapter synthesizes theoretical and empirical literature on organizational culture and employee engagement, with a focused lens on Zanzibar's public and private sectors. The review looks at basic models like Schein's (1992) cultural model, Denison's (1990) traits, and Hofstede's (1984) dimensions to show how cultural values, leadership styles, and structural policies affect how people interact with Zanzibar's unique social and economic environment. The analysis bridges global theories with local realities, such as communal work ethics ("ujamaa") and hierarchical governance, to contextualize the study's hypotheses.

2.1. Theoretical Foundations of Organizational Culture

Three seminal frameworks provide the foundation for analyzing organizational culture's impact on employee engagement, each offering complementary perspectives relevant to Zanzibar's institutional context:

2.1. 1. *Schein's Model (1992)*

Figure 2.1.1: Organizational Culture Model (Schein's Model)



Source: <https://fourweekmba.com/scheins-model-of-organizational/>

Understand organizational culture. His framework consists of three levels: artifacts, espoused values, and basic assumptions, each contributing to how culture permeates organizational behavior.

Artifacts: These are the visible and tangible elements of an organization's culture, such as physical structures, dress codes, office layouts, rituals, symbols, and observable behaviors. Artifacts reflect an organization's identity and provide cues about underlying values and assumptions. Employees adhere to established rules, norms, and customs that define their interactions and work environment.

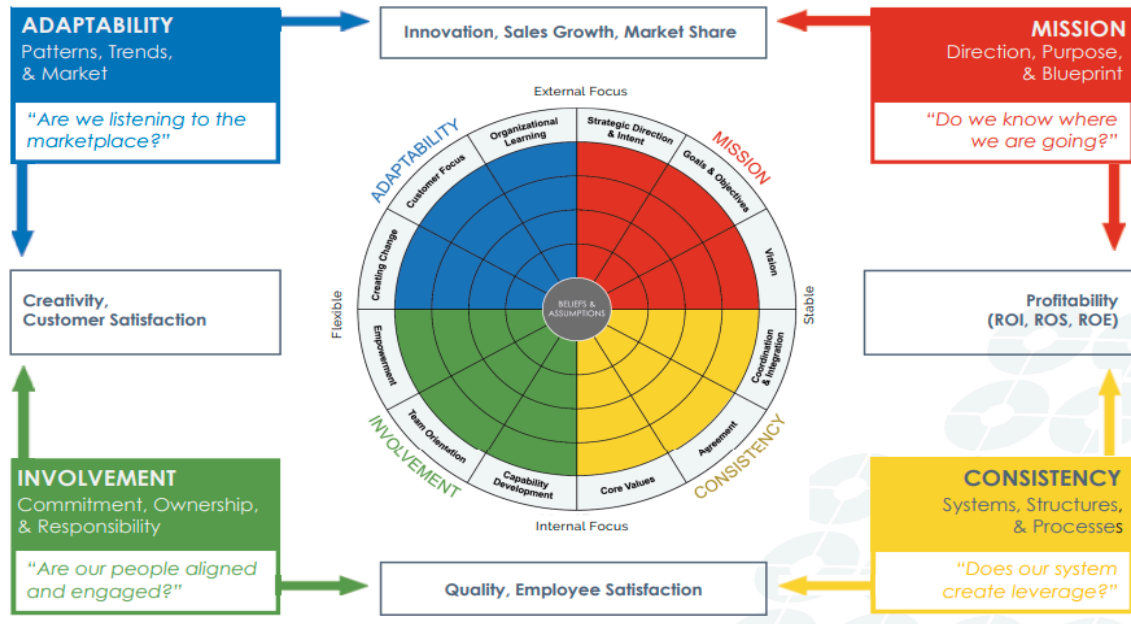
Espoused Values: These represent an organization's stated beliefs, norms, and philosophies, often articulated through mission statements, codes of conduct, and leadership speeches. While they provide a formal framework for organizational behavior, alignment between espoused values and actual practices is crucial for fostering a cohesive work culture.

Basic Assumptions: At the core of Schein's model, basic assumptions are the deeply ingrained, unconscious beliefs and perceptions that shape organizational dynamics. These are often taken for granted and influence how individuals interpret events and interact within the workplace.

Sharing basic beliefs is strengthened by communal values like "ujamaa" (family-like cohesion) and respect for hierarchy in Zanzibar's collectivist workplaces. This is particularly evident in public-sector organizations, where maintaining harmony frequently trumps individual objectives (Mwita et al., 2023). By analyzing all three levels, researchers and leaders can gain deeper insights into the intricate cultural dynamics that impact employee engagement and more organizational success.

2.1.2. Denison's Model (1990)

Figure 2.1.2: Denison's Four-Trait Model of Organizational Culture



Source:

<https://denisonconsulting.com/wp-content/uploads/2019/08/introduction-to-the-deni>

Denison and Mishra (1995) developed a model that emphasizes the functional role of organizational culture in driving performance and effectiveness. Their framework identifies four key cultural traits that shape how organizations operate: mission, adaptability, involvement, and consistency. Each trait plays a distinct role in influencing decision-making, employee engagement, and long-term sustainability.

Mission: A clear purpose and direction are fundamental for an organization's success. The mission trait defines long-term vision, strategic goals, and organizational identity. It ensures that employees understand the company's purpose and align their actions accordingly.

Adaptability: Organizations must remain responsive to external changes, including market shifts, technological advancements, and evolving customer expectations.

Adaptability reflects an organization's ability to innovate, learn, and transform in a dynamic environment.

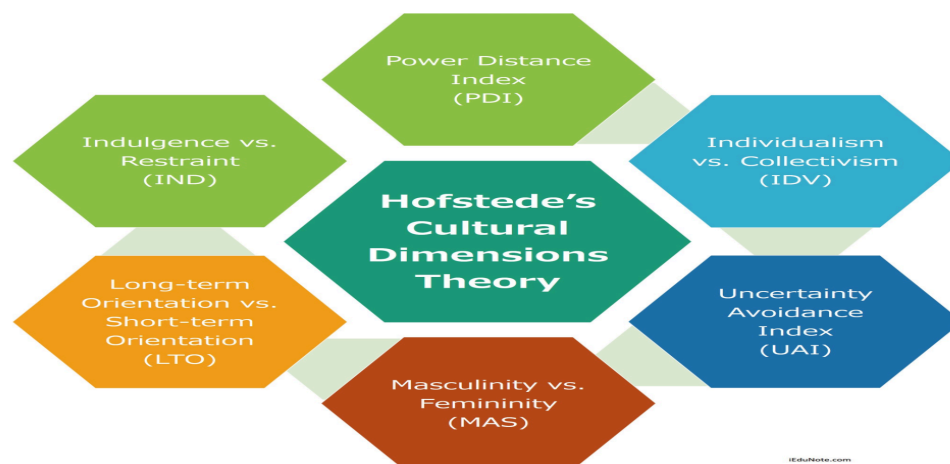
Involvement: Employee participation and engagement are critical for a strong organizational culture. A high-involvement culture fosters teamwork, empowerment, and shared decision-making, ensuring that employees feel valued and connected to the organization's success.

Consistency Stability and alignment across an organization's systems, policies, and leadership practices ensure smooth operations. A consistent culture upholds core values, reduces ambiguity, and promotes a sense of reliability among employees and stakeholders.

In Zanzibar's organizational landscape, different sectors prioritize specific cultural traits based on their operational needs. Private firms, such as those in the tourism industry, emphasize adaptability to stay competitive in global markets, ensuring they can respond swiftly to changing consumer preferences. In contrast, public institutions like the Zanzibar Social Security Fund (ZSSF) prioritize consistency, as bureaucratic stability is essential for maintaining trust, compliance, and policy continuity (Fauzi et al., 2021).

2.1.3. Cultural Dimensions Theory (Hofstede, 1984)

Figure 2.1.4.1: Cultural Dimensions Theory by Hofstede



Source: <https://www.iedunote.com/hofstedes-cultural-dimensions-theory>

Geert Hofstede's Cultural Dimensions Theory (1984) provides a framework for understanding how cultural values shape organizational behavior across different societies. His model identifies six key dimensions that influence workplace interactions, decision-making, and employee engagement.

Power Distance: This dimension explores the extent to which less powerful members of an organization accept and expect unequal power distribution. In high power distance cultures, authority is respected, and hierarchical structures are reinforced.

Individualism vs. Collectivism: The study examines whether people prioritize individual goals (individualism) or group cohesion and collective well-being (collectivism). Collectivist cultures emphasize teamwork, loyalty, and group harmony.

Masculinity vs. Femininity: This dimension contrasts competitiveness, assertiveness, and success-driven values (masculinity) with a focus on collaboration, quality of life, and nurturing relationships (femininity).

Uncertainty Avoidance: This field assesses how societies perceive and manage ambiguity and risk. High uncertainty avoidance cultures implement strict rules, policies, and planning to minimize unpredictability.

Long-Term vs. Short-Term Orientation: The Paper explores whether a culture values long-term planning, perseverance, and future rewards or prioritizes short-term goals and immediate results.

Indulgence vs. Restraint: This dimension examines the extent to which a society allows gratification of desires versus imposing strict social norms and self-discipline.

2.1.5. Comparative Table: Theory Application in Zanzibar

Theory	Public Sector	Private Sector
Schein's Model	Strong basic assumptions, such as respect for seniority in the Police Force, are essential.	Zantel's open-plan offices are among the visible artifacts.
Denison's Model	There is high consistency (e.g., ZSSF's rigid pension protocols).	The Ocean View Hotel's seasonal staffing demonstrates high adaptability.
Hofstede's Model	The MoEVT's top-down directives, for example, require a high power distance.	Moderate power distance (e.g., Zainab Bottlers' team consultations).

2.1.6. Implication:

This divergence necessitates tailored strategies—e.g., public sectors may boost engagement by decentralizing decisions (reducing power distance), while private firms could strengthen shared values (Schein's espoused values).

2.1.7. Synthesis for Zanzibar's Context

The integration of Schein's, Denison's, and Hofstede's theoretical frameworks reveals fundamental divergences in how organizational culture manifests and influences employee engagement across Zanzibar's public and private sectors.

There are three cultural factors in public institutions that make bureaucratic processes often more important than personal choice. These are hierarchical structures (Hofstede's high power distance), consistent procedures (Denison's stability dimension), and deeply held beliefs about authority (Schein's basic assumptions). While this cultural setup makes sure that operations run smoothly and everyone gets the same level of service, it may unintentionally limit engagement by (1) limiting employees' ability to make their own decisions, (2) making it take longer to meet their needs, and (3) reinforcing communication patterns that come from the top down. For instance, in organizations like

the Ministry of Education and Vocational Training (MoEVT), the cultural emphasis on protocol adherence may dampen innovative contributions from frontline staff.

On the other hand, private sector organizations, especially those in tourism and finance, have a culture that values being flexible in response to market conditions (Denison's adaptability), having clear signs of innovation (Schein's artifacts), and keeping power distances low (Hofstede's power distance). Organizations such as Ocean View Hotel and CRDB Bank exemplify how this cultural blend fosters engagement through (1) decentralized problem-solving, (2) quicker implementation of employee feedback, and (3) physical workspaces designed to encourage collaboration. The Zantel telecommunications case further illustrates how cultural artifacts like open-plan offices reinforce espoused values of transparency and teamwork.

This dichotomy presents strategic implications for organizational development in Zanzibar. Reforms in the public sector could focus on (a) making cultural items that represent innovation (Schein), (b) adding controlled adaptability mechanisms (Denison) to stable structures, and (c) lowering the power gap over time through leadership development programs (Hofstede). Private sector organizations, while generally more engagement-friendly, could benefit from strengthening consistency (Denison) in their dynamic environments to prevent cultural fragmentation during rapid growth periods.

In the end, the theoretical synthesis shows that organizational culture in Zanzibar works as both a barrier and an enabler for engagement, with different types of manifestations requiring different kinds of intervention strategies. This understanding provides the foundation for examining how these cultural dimensions translate into measurable engagement outcomes in subsequent chapters.

2.2. Theories of Employee Engagement

Two foundational theories elucidate the psychological and behavioral dimensions of employee engagement, with particular relevance to Zanzibar's organizational contexts:

2.2.1. Kahn's Psychological Conditions (1990)

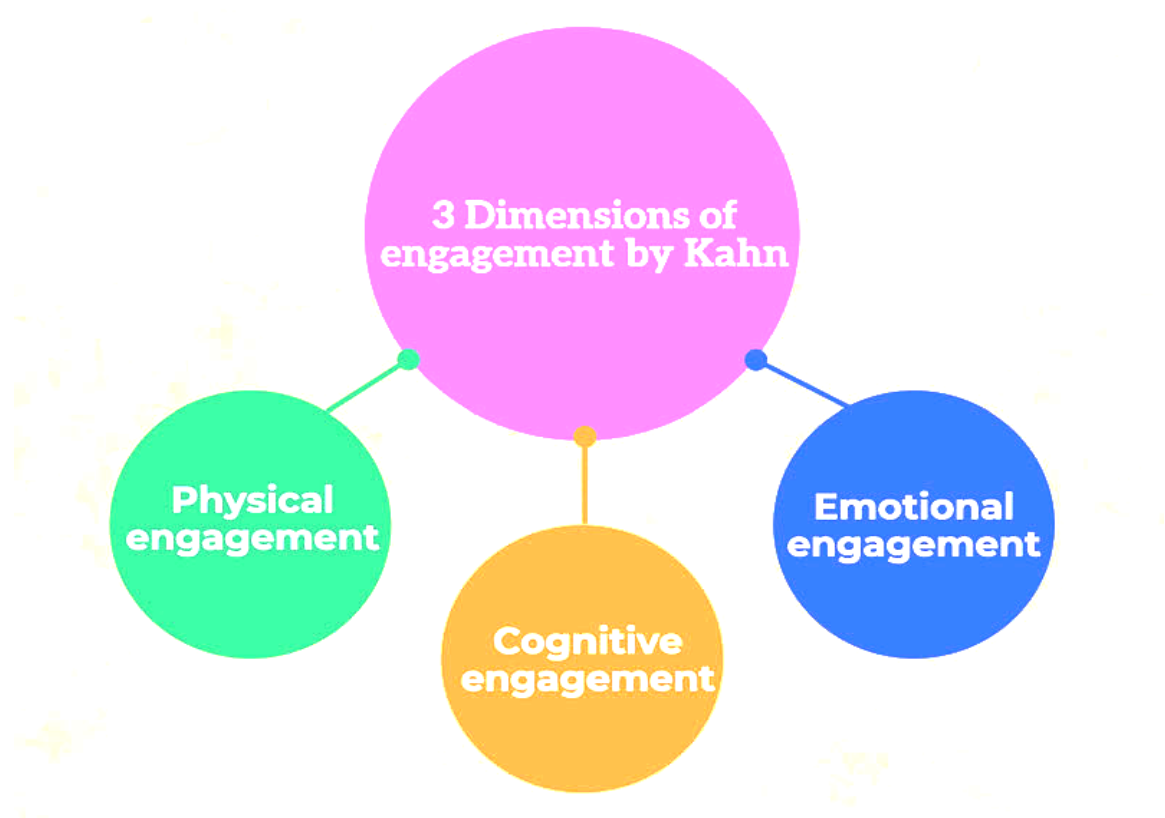
Kahn posits that engagement emerges when employees experience:

1. Meaningfulness (value alignment with work)
2. Safety (freedom from interpersonal risk)
3. Availability (emotional/physical resources to engage)

In Zanzibar's hierarchical cultures (Hofstede, 1984), Schein's "basic assumptions" about authority directly shape Kahn's safety condition, where deference to seniors may either protect employees (through clear chains of command) or inhibit voice (due to fear of challenging norms).

2.2.1.1 Model of Employee Engagement (Kahn, 1992)

Figure 2.2.1.1: Model of Employee Engagement (Kahn, 2007)



Source: <https://agilityportal.io/blog/dimensions-of-employee-engagement>

The model by William Kahn focuses on the emotional and psychological aspects of engagement. According to Kahn, employee engagement is characterized by three dimensions: ***Cognitive Engagement***: This dimension represents the level of employee focus and concentration on work activities. It encompasses the degree to which employees engage meaningfully in organizational tasks. ***Emotional Engagement***: Emotional engagement is the emotional connection of employees to their work in the organization. It involves positive feelings, including enthusiasm, a sense of accomplishment, and pride. The last dimension is ***Physical Engagement***: Physical engagement is a measure of how much vigor and effort an employee puts into their work. Moreover, it signifies the worker's readiness to make extra efforts to meet objectives at work (Kahn, 1990). Kahn's model emphasizes psychological and emotional factors that drive employee engagement. By considering these three dimensions, organizations can gain insights and understand how to increase employee engagement and a motivated workforce in the organization (Kahn, W. A. (1992). According to this model, the main ways to increase employee engagement are to provide a safe psychological work environment in which employees themselves can speak freely. See employees as partners and teammates rather than adopting a hierarchical approach. Involve staff, welcome feedback, and give employees room to be involved in the process of designing their roles to achieve organizational goals (Kahn, 2007).

This theory is more applicable to this research because it seeks to comprehend the psychological effect of employee engagement. The model incorporates three engagement characteristics that align with the Work Engagement Survey (WES), a scale commonly used to gauge employee engagement. We view this scale as an employee's approach to the work environment, characterized by enthusiasm, passion, and absorption, which is the opposite of burnout (Kahn, 2007). The Khan model is crucial for organizations because it helps to enhance workplace culture, lower turnover, boost productivity, foster better working and customer connections, and increase revenues. Employees who are engaged to a high degree become your biggest supporters.

2.2.2. Maslach & Leiter's Burnout-Engagement Continuum (1997)

Their model positions engagement as the antithesis of burnout, characterized by:

1. Energy vs. exhaustion
2. Involvement vs. cynicism
3. Efficacy vs. ineffectiveness

In Zanzibar's public sector, high formalization (Denison's consistency) may buffer against burnout through job security, while private firms' adaptability (Denison) could enhance energy through autonomy—demonstrating how cultural structures mediate engagement outcomes.

2.2.3. Bridging Analysis:

Kahn's psychological conditions (meaningfulness, safety) are profoundly influenced by Schein's "basic assumptions," particularly in hierarchical cultures. For example, Zanzibar's "Ujamaa" values may foster meaningfulness through communal purpose, while power distance could simultaneously threaten safety by discouraging dissent, a tension requiring careful management in both sectors.

2.2.4. Empirical Illustration:

A mid-level administrator at Zanzibar Social Security Fund (ZSSF) articulated this cultural tension vividly: "We respect our managers' decisions [demonstrating safety through Kahn's hierarchical protection], but sometimes hesitate to suggest improvements [reflecting constrained voice due to Schein's basic assumptions about authority]." This statement encapsulates how Zanzibar's cultural strengths (respect for hierarchy ensuring stability) may inadvertently limit engagement behaviors (reduced upward communication). The employee's experience mirrors Hofstede's power distance dimension, where deference to authority creates psychological safety at the cost of innovation input—a tradeoff particularly evident in public sector organizations with strong bureaucratic traditions.

This theoretical synthesis has established a robust foundation for analyzing employee engagement in Zanzibar's organizational context by integrating multiple disciplinary

perspectives. The interplay between Kahn's psychological conditions, Maslach and Several key insights are revealed by Leiter's burnout-engagement continuum, Schein's cultural layers, Denison's organizational traits, and Hofstede's cultural dimensions:

Engagement is Culturally Embedded: Understanding employee engagement in Zanzibar requires understanding its cultural context. The ujamaa philosophy and hierarchical traditions fundamentally shape how psychological safety, meaningfulness, and availability manifest in workplace settings.

Sector-Specific Dynamics: The public-private dichotomy in Zanzibar demonstrates how the same cultural values can produce different engagement outcomes. While public sector stability provides security (supporting Kahn's safety conditions), it may simultaneously constrain voice and innovation—a tension less pronounced in the more adaptable private sector.

Multilevel Interactions: The study shows how large-scale cultural factors (Hofstede) affect organizational factors (Denison), which in turn affect small-scale psychological experiences (Kahn) and burnout risks (Maslach & Leiter). Schein's model acts as a link between all of these levels.

Practical-Theoretical Bridge: The framework moves beyond academic abstraction by identifying concrete leverage points for intervention—from modifying visible artifacts (Schein) to recalibrating power distances (Hofstede) in ways that enhance rather than inhibit engagement.

This theoretical integration accomplishes three critical objectives for the study: Provides a culturally grounded lens for interpreting Zanzibar's engagement patterns; Establishes testable hypotheses for the empirical investigation; and Creates a diagnostic toolkit for organizational assessment and improvement

The subsequent chapters will build upon this foundation, examining how these theoretical dynamics manifest in actual workplace practices and employee experiences across Zanzibar's diverse organizational landscape. The value of this multidimensional

framework lies not just in its explanatory power but in its capacity to inform context-sensitive strategies for enhancing engagement in both public service delivery and private sector competitiveness.

2.3. The Role of Organizational Culture in Shaping Employee Engagement

Kahn's Model of Employee Engagement emphasizes the cognitive, emotional, and physical dimensions of engagement, highlighting the importance of meaningful work experiences. It discusses the accepted norms, standards, values, and behaviors that guide the interactions, attitudes, and decisions made by employees. A supportive and upbeat culture fosters employee commitment, trust, and a sense of community, all of which increase engagement levels. On the other hand, a toxic or unwelcoming culture can lower worker motivation and lead to disengagement. When workers align with the core values and beliefs of the organization, they are probably more likely to be driven by a purpose and an internal drive to perform well. Employee engagement and satisfaction can be raised in an atmosphere that values open communication, diversity, and recognizing individual contributions from employees.

The common values, beliefs, conventions, and practices that make up the organizational culture have an impact on employees' engagement, attitudes, and decision-making. Employee dedication, trust, and a sense of belonging are all cultivated by a positive and encouraging culture, which raises engagement levels. Conversely, a poisonous or unfavorable culture can reduce worker motivation and cause disengagement. Employees are more likely to experience a sense of purpose and intrinsic motivation to perform effectively when they share the organization's basic values and beliefs. Organizational culture has an impact on the perception of justice and fairness in the workplace, which affects employee engagement. A culture that promotes open communication, inclusivity, and recognition of employees' efforts can enhance their engagement and job satisfaction.

Furthermore, a robust organizational culture serves as a foundation for decision-making and problem-solving, giving staff members clarity and direction. It provides individuals with a feeling of direction and significance in their work, which is a vital component of

engagement. Employees are more inclined to go above and beyond and demonstrate discretionary effort when they are aligned with the mission and vision of an organization.

2.4. Organizational Culture Elements and How They Affect Employee Engagement

Values and Beliefs: Employee engagement is significantly impacted by the organization's values and beliefs. Positive work environments with shared values that emphasize personal development, work-life balance, and higher levels of engagement are a direct effect of employee well-being. Employees are more likely to have a sense of fit and commitment to the company when they believe their values match those of the organization (Schein, 1990). Furthermore, Cameron and Quinn's (2011) research highlights the significance of values in forming organizational culture and how it affects employee engagement.

Organizational Norms: Organizational norms are unwritten rules and expectations that guide employees' engagement and interactions. Positive norms that promote collaboration, respect, and supportiveness enhance the overall work environment and contribute to higher employee engagement (Ashforth & Mael, 1989). Establishing norms that promote creativity and daring can also help cultivate a culture of ongoing learning and development, which enhances engagement. Conversely, unfavorable or poisonous norms, including a blame culture or intense rivalry, can cause employee disengagement and a lack of trust (Cameron & Quinn, 2011).

Organizational Communication: One of the key pillars of organizational culture that affects worker engagement is effective communication. Open and honest lines of communication foster psychological safety and trust, enabling staff members to openly share their thoughts and worries. Knowledge of the organization's goals, tactics, and modifications is positively connected with employee engagement and a sense of belonging to the larger mission (Cameron & Quinn, 2011). The positive correlation between job happiness, organizational commitment, and communication satisfaction is demonstrated by research conducted by Van Vuuren and Van der Vaart (2017).

Leadership Styles and Practices: The leadership styles and practices of an organization have a significant impact on employee engagement (Bass & Avolio, 1994). Leaders who set clear expectations, recognize employees' hard work, and promote a positive work environment promote a culture of engagement. On the other hand, employees may become less engaged under autocratic or transactional leadership styles, which place a premium on power and control above employee liberty and innovation (Bass & Avolio, 1994). Employee commitment and motivation may suffer from leadership behaviors that don't show gratitude or create a healthy work environment.

2.5. The Conceptual Framework



This study's conceptual framework investigates the relationship between organizational culture and employee engagement in Zanzibar's public and private organizations. It is predicated on the notion that employee engagement is greatly impacted by organizational

culture, a complex construct. Three primary parts comprise the model: Employee Engagement, Organizational Culture, and Mediating Factors.

Organizational Culture: This component represents the shared standards, beliefs, and behaviors across all organization members. Employee dedication, trust, and a sense of belonging are all cultivated by a positive and encouraging culture, which raises engagement levels. Conversely, a poisonous or unfavorable culture can reduce worker motivation and cause disengagement. This study examines several culture-related topics, such as communication, diversity, fairness, acknowledgment, and alignment with employees' values.

Employee Engagement: This element reflects the mental energies, commitment, and focus that workers feel when they are engaged in their work. Improving work satisfaction, productivity, and organizational performance all depend on engaged employees. Employees that are engaged are driven, enthusiastic, and committed to making a positive impact on the company. The study will look at how employee engagement levels in public and commercial organizations in Zanzibar are influenced by organizational culture.

This component is a representation of the mediating factors in the relationship between employee engagement and organizational culture. These consist of elements including the organization's organizational structure, policies and standards, reward system, and leadership style. These mediating elements have an impact on how employees perceive and have experiences, which in turn affects how engaged they are.

2.6. The Relationship between Organizational Structure and Employees' engagements

According to the study by Miri et al. (2011), the results were from an investigation of the relationship between organizational structure and employee empowerment. The study has taken the psychological approach into account. As to the report, structure holds significant importance in an organization and influences all internal functions, especially those related to human resources, employee empowerment, and engagement. The results

were then utilized to establish a workable approach for psychological empowerment implementation, which will help the staff members become more involved in their work. Future research on the effects of incentive systems on worker performance and organizational structure may be covered in the International Journal of Manpower (2011). The European Journal of Business and Management (2014) looked at the effects of employee effects, employee attributes, and organizational culture on employee engagement.

As of 2017, for example, there is data to suggest that higher levels of engagement are linked to favorable results for employees as well as for organizations. For this reason, there is some justification for thinking about strategies and techniques that would increase employee engagement levels. Studies on the antecedents of engagement have suggested several significant factors that may affect employee engagement at the individual, task, team, and organizational structure levels. These components include performance feedback, organizational structures that support worker autonomy, adequate and suitable resources, and authentic and effective leadership approaches. Additionally, as engagement has been associated with a range of positive psychological states, employers may want to consider strategies that build employees' resilience and personal resources while also reducing negative engagements like bullying (Balley et al., 2017).

Research on the relationship between organizational structure and employee inventive engagement was done in 2017 by Jaehoon et al. The study's findings demonstrated how formalization and centralization within organizations were detrimental to empowerment. Employee engagement and empowerment were positively correlated. According to the study, managers can empower employees more by implementing a formal organizational structure. This study has many challenges that need to be fixed in the future. Consequently, it was determined that a comparative analysis of the impact of organizational structure on employee engagement across national boundaries ought to be conducted in the future (Jaehoon et al., 2017). Eliana et al. (2020) investigate how organizational structure affects a creative work environment. Furthermore, the study recommends that further research be done to examine the relationship between

organizational structure and employee engagement, utilizing a large sample size and a range of characteristics.

Prior research has largely concentrated on goal ambiguity, organizational structure, and performance. Combining these two study strands, Hameduddin (2021) creates a theoretical framework to investigate whether perceived environmental support affects employee engagement. The findings suggest that perceived environmental support has an impact on employee engagement levels. This in turn affects how public organizations negotiate their environments and preserve their reputations outside the organization. The study's findings raise the possibility of conducting more research on how media representation and public support affect employee engagement at the organization.

A study by Fauzi et al. (2021) looked at the effect of organizational structure on employee engagement in both public and private organizations. The results demonstrate that structural elements positively affect employee engagement. The findings are consistent with earlier research by Subramaniam et al. (2002), Nahm et al. (2003), and Auh & Menguc (2007). Workers in public and commercial organizations are similar in terms of participation, formalization, standardization, and structural characteristics. Zeffane (1994) further states that there was little to no shift in the connections between the public and private facets of the organizational structure. The results suggest that future research should examine the relationship between organizational structure and employee engagement in public and private companies across different countries.

Additionally, Amoako et al. (2022) examined the relationship among organizational structure, employee engagement, and leadership in a related study. The results indicate that an organization's capacity to successfully implement the system is positively and significantly impacted by both organizational structure and employee engagement. The organizational structure, however, had little effect on the result. Additionally, in a related study, Amoako et al. (2022) examined the relationship among organizational structure, employee engagement, and leadership.

2.7 Impact of Organizational Structure on Employee Engagement:

Employee engagement is largely influenced by employee motivation and commitment, both of which are shaped by the organizational structure. Higher employee motivation and a feeling of purpose can result from clear roles, duties, and reporting links provided by a well-designed organizational structure (Robbins & Judge, 2019). Because decision-making is focused at the top of a centralized system, employees may feel less empowered and autonomous, which could weaken their motivation levels (Scott, 2015). Conversely, a decentralized organizational structure, in which decision-making is dispersed among many levels, can improve employee empowerment and participation in the process of making decisions. Employee commitment and ownership can be encouraged by this empowerment, which raises engagement levels (Eisenberger et al., 2002).

Furthermore, according to research by Turner and Lawrence (2019), high-performance work systems, which frequently have decentralized structures, have a beneficial influence on employee engagement by giving workers the tools they need to do their jobs well.

2.8 Effects of Centralization and Decentralization on Employee Empowerment:

The organizational structure's centrality and decentralization are important factors that affect employee engagement. Under a centralized organizational structure, the concentration of power and authority at the top levels limits lower-level employees' autonomy in making decisions. Reduced engagement and job satisfaction could result from this lack of empowerment (Rahman & Khan, 2017). On the other hand, a decentralized structure that gives lower-level employees more decision-making authority can increase their sense of accountability and ownership, which raises levels of empowerment and, in turn, increases employee engagement (Mtumwa & Suleiman, 2018). Furthermore, a study conducted in 2016 by Sparrow, Brewster, and Chung indicates that decentralized organizations are typically more flexible and responsive to changing conditions, which, by creating a dynamic and supportive work atmosphere, can increase employee engagement (Sparrow et al., 2016).

2.9 The role of formalization in employee autonomy and engagement:

The extent to which an entity is dependent upon written policies, guidelines, and records to direct its operations is referred to as formalization. High levels of formalization can reduce employee autonomy, as employees are required to follow rigid guidelines and procedures. Such an environment may lead to reduced creativity and initiative, potentially impacting employee engagement (Pant, Dutta, & Sarmah, 2021). However, moderate levels of formalization can provide employees with clarity and structure in their roles, which can positively impact engagement by reducing ambiguity and confusion (Blau, 1964). To make sure that excessive bureaucracy or a lack of structure doesn't impede employee engagement, firms must find a balance between formalization and flexibility (Clegg, Kornberger, & Pitsis, 2020).

2.9.1 Complexity vs. Decentralization Organizational Structures and Employee Engagement:

Today's organizations must structure their operations to maximize employee engagement because it is well known that motivated workers are more dedicated, productive, and make major contributions to the success of the company. The choice of organizational structure can have a significant impact on how the workplace is shaped and how engaged employees are. The present literature review investigates the effects of organizational structure complexity and decentralization on employee engagement. It aims to provide insight into the ways in which these structural approaches influence employees' motivation, job satisfaction, and overall commitment.

2.9.2 Complexity of Organizational Structure and Employee Engagement:

Definition and Characteristics of Complexity Organizational Structure: A complexity organizational structure is characterized by multiple hierarchical levels, extensive reporting lines, and numerous specialized departments or units. This structure is common in large organizations that operate in complex and diverse environments, requiring a high level of coordination and specialization.

Complexity of Organizational Structure and Its Impact on Employee Engagement:

Research suggests that complexity in organizational structures may have mixed effects on employee engagement. On the one hand, having various specialized departments can offer staff members chances for professional advancement and skill development, which raises engagement. Furthermore, employees' sense of purpose and direction can be strengthened by clearly defined reporting lines and job responsibilities. However, the intricate nature of a complex organizational structure can also lead to challenges such as communication bottlenecks, slow decision-making processes, and reduced autonomy for employees. These factors may negatively impact engagement levels, as employees may feel overwhelmed or undervalued within such a structure (Meyer & Parfyonova, 2010).

2.9.3 Decentralization, Organizational Structure, and Employee Engagement:

Definition and Characteristics of Decentralization of Organizational Structure: The transfer of decision-making power to organizational subordinates defines a decentralization of organizational structure. It empowers employees and allows them to make significant decisions related to their work, promoting a sense of ownership and autonomy.

Decentralization of Organizational Structure and Its Impact on Employee Engagement: Decentralization has been associated with higher levels of employee engagement. Decentralization promotes a sense of accountability and empowerment by giving workers greater say over their work procedures and allowing them to participate in decision-making. This increased autonomy may increase employee motivation and job satisfaction because it will give them the impression that the business values and trusts them (Appelbaum et al., 2007). Moreover, a decentralized structure can facilitate open communication and faster decision-making, as information flows more freely across the organization. This openness can boost the relationship between staff members and company objectives and promote a healthy work environment (Smith, 2023).

2.9.4 Comparing Complexity and Decentralization in Organizational Structures:

Complexity vs. Decentralization: Balancing Employee Engagement: Finding the right balance between complexity and decentralization is crucial for optimizing employee engagement. Organizations need to consider their specific contexts, industry, and workforce when determining the most suitable organizational structure. While complexity can provide opportunities for growth and development, it should be complemented with effective communication channels and streamlined decision-making processes. On the other hand, decentralization can enhance employee autonomy and engagement but should be supported by clear guidelines and proper coordination to avoid confusion and potential conflicts.

The choice between complexity and decentralization of organizational structures has significant implications for employee engagement. Complexity structures can offer specialized growth opportunities, but they must address communication challenges. Decentralization can empower employees, but it requires proper coordination. Striking a balance between these structural approaches is essential to creating an environment that promotes employee engagement and organizational success.

2.9.5 Relationship between Policy and Guidelines and Employees' engagement

All human rights must be upheld with diligence and discipline in order for public service to be effective and respected by public servants. Teamwork must also be encouraged to provide good service, and duties must be carried out with integrity while remaining politically neutral (Codes of Ethics for Public Servants in Tanzania [CEPST], 2003).

Organizations use an intranet or other internal communication platforms to keep employees informed about new rules or policy changes. Clear and well-defined workplace regulations help employees maintain high professional standards, uphold a healthy work-life balance, and protect themselves from potential legal issues. Establishing clear expectations regarding work responsibilities, participation, and overall job conduct ensures that employees understand their roles and obligations, fostering a structured and productive work environment.

Lewis and Hall (2014) studied the effects of social media policies and workplace bullying on employees' engagement in modern organizations. The definition of workplace bullying is the main subject of the essay. Bullying at work can have serious ramifications for management and the effectiveness of employee engagement. Management and organizations need to be more proactive in developing policies and guidelines as society and employees become more reliant on social media as a communication tool. The research indicates that organizational policies and norms should be taken into account while combating workplace bullying.

Employing employee engagement strategies reduces staff turnover and accidents while increasing customer happiness, profit, productivity, and employee engagement (Blattner & Walter, 2015). (Bowen, 2016).

Pellegrini et al. also examined the correlation between employee perceptions of HR procedures and their propensity to adopt sustainable engagement to support organizational transformation for sustainability. The findings indicate that when sustainability is recognized and promoted by organizations and line managers, employees are more likely to internalize and understand it, which is reflected in higher engagement. According to Pellegrini et al. (2018), these findings help academics and managers create or modify policies and procedures that will increase employee engagement.

The COVID-19 pandemic has affected the labor market in a way never seen before. Employees have suffered as a result of psychological stress and uncertainty brought on by the current dynamic work environment. De-la-Calle-Duran and Rodriguez-Sanchez's study from 2021 set out to identify the main factors influencing employee engagement that, when combined with the existing antecedents, can lead to the well-being of the workforce. The results show that communication, conciliation, cultivation, confidence, and remuneration are the main motivators. This study takes into account the unique situation that affects workers globally in all industries, as well as the forecast correlation between worker involvement and well-being. While its implementation was something that organizations knew needed to be done even prior to the epidemic, it is now

considered an essential tool for worker health and happiness. The study found that, to address the issue, policies and guidelines needed to be reviewed.

Policies and guidelines of an organization are favorably connected with a culture that values and cares for its employees. A culture of care and concern within an organization is positively correlated with employee concern for their employer. Employees who have a genuine concern for their company will show it by increasing their level of engagement at work. Future research should focus on how a culture of care and concern for workers mediates the relationship between organizational rules and guidelines and employee engagement (Saks, 2022).

In addition, the study “Maintaining Employee Green Engagement in the Workplace” aims to bridge a conceptual divide regarding planned engagement. The findings demonstrated that an employee's engagement is influenced by both cognitive and non-cognitive factors. According to the study, internal policies, procedures, and practices of organizations that promote a healthy work environment can increase employee engagement. This investigation corroborates the results of the earlier study. Thus, the results point to potential directions for further study on employee involvement, organizational policies, and recommendations (Sabbir & Taufique, 2022).

2.9.6 Employee Perceptions and Organizational Policies

Employee attitudes and behaviors at work are greatly influenced by organizational policy. How well employees understand and apply these principles affects their commitment and trust in the company. Employee support and engagement are more likely when policies are equitable, open, and consistent with the organization's values (Johnson et al., 2018). However, disengagement and lower work satisfaction might result from policies considered inflexible, unfair, or favoring particular groups (Smith et al., 2016).

Asgari et al. (2013) discovered that employees' opinions of supportive organizational policies were positively correlated with their feelings of empowerment and job satisfaction. This finding suggests that when employees feel their growth and well-being are supported by the rules in place, they are more likely to be engaged at work.

Additionally, Kim and Park's (2020) study emphasized the significance of transformational leadership in fostering an environment that values and executes equitable and employee-focused policies, resulting in increased employee engagement.

2.9.7 Role of Clear Guidelines in Employee Decision-Making and Engagement

Employees may make decisions with a sense of direction and autonomy when there are clear and well-communicated guidelines in place. Employee confidence in their activities is increased when standards are clear, and these factors can improve engagement and performance (Eisenberger et al., 2002). On the other hand, unclear or inconsistent policies may cause employees to hesitate and become confused, which will lower their level of involvement and make it harder for them to execute to the best of their abilities (Scott, 2015).

According to a study by Naranjo-Valencia et al. (2011), an environment where there are clear rules and open communication helps employees feel psychologically comfortable. This psychological safety enables employee experimentation, innovation, and risk-taking, which are crucial for promoting engagement and creativity within the company.

2.9.8 Flexibility in Policies and its Impact on Work-Life Balance and Engagement

Flexible work schedules and other work-related rules implemented by organizations have a big impact on how well people combine their personal and professional lives. Giving workers the freedom to choose their own work schedules lowers stress and increases job satisfaction, which raises engagement levels (Johnson & Lee, 2018). Policy flexibility fosters a positive and encouraging work environment by recognizing and assisting employees' personal needs (Khan, 2023).

According to Martinez and Brown's (2017) research, companies that offered flexible work schedules had better rates of employee engagement and retention. The capacity to implement flexible policies and attain a better work-life balance enhanced workers' general well-being and job satisfaction.

2.9.9. Alignment of Policies with Employee Needs and Organizational Goals

The alignment of policies with both employee needs and organizational goals is crucial for fostering employee engagement. Employee commitment and a sense of shared purpose are fostered when policies are created to support the organization's strategic objectives while also catering to the unique requirements and preferences of the workforce. (Hassan & Ali, 2020). This alignment helps employees understand how their efforts contribute to the larger organizational mission, motivating them to invest more in their work and be actively engaged.

According to Mwita et al. (2021), organizations that placed a high priority on aligning their policies with the goals and values of their workforce reported greater levels of job satisfaction and employee engagement. Workers became more committed to their work and felt that there was a direct correlation between their individual efforts and the success of the company as a whole.

2.10. The Effects of Leadership Style on Employees' Engagement.

Darling and Leffel (2010) propose that a leader's engagement can be attributed to two aspects: contemplation, which pertains to relation-oriented leaders, and structure initiation, which involves task-oriented leaders. The patterns that make up a leadership style demonstrate that employing a range of tactics is beneficial and that there is no one ideal leadership style.

Organizational leadership can successfully inspire and direct employees to contribute to the accomplishment of organizational objectives. Good and high performance is the outcome of suitable involvement, such as voluntary engagement and the efficient application of required knowledge, skills, and competencies (Gully, 2012). As a result, employee involvement varied depending on the leadership style. Leadership has an effect on the engagement of employees to leave an organization; thus, it is important to develop leadership styles to promote employee retention and support their success (Ng'ethe & Iravo, 2012).

Linking needs to those of the organization, recognizing individual uniqueness, and offering mentoring and growth opportunities are all characteristics of transformational leadership (Robyn & Peres, 2013). Hence, a leader's style has a big impact on how engaged their team is. In firms, it's crucial to utilize the right style to encourage positive behavior and staff retention.

The 2013 study by Balista-Taran discovered a connection between employee engagement and leadership philosophies. If employers want to increase employee engagement, they need to start utilizing all the tools at their disposal. Leaders are essential in the growth of employee engagement because they set an example of values and qualities such as support and give workers a vision that extends beyond the organization's short- and long-term goals. This study focused on leadership and employee participation. The focus of this study was on employee participation and leadership. The findings show that, in the cutthroat workplace of today, companies need to move beyond employee motivation and instead focus on creating an engaged environment. It seems that transformational leaders have higher faith in their abilities to create an engaged culture. The study's conclusions indicate that attaining long-term employee growth and organizational profitability depends on several elements. Human resource specialists advise leaders at all levels to be capable of managing staff to increase engagement. Knowing how to increase employee engagement levels to prevent having a disengaged workforce is a crucial talent management skill (Balista-Taran, 2013).

Khuong and Yen's research focuses on employee engagement (2014). Moreover, we examined the mediation effects of employee sociability on employee engagement. The findings showed a favorable correlation between higher levels of employee sociability, moral leadership, and creative thinking and employee engagement. Conversely, there was a negative association discovered between employee engagement and the transactional leadership style. Additionally, it was discovered in this study that creative and ethical leadership positively affected employee sociability. The study advised organizations to adopt ethical and visionary leadership while avoiding or using

transactional leadership styles sparingly in order to boost employee engagement. Employers should select employees (Khuung & Yen, 2014).

In a 2016 study, Popli and Rizvi examined the variables influencing worker engagement, paying special attention to the function of leadership style. The study's findings indicate a strong correlation between leadership ideology and employee engagement. It was also shown that various attributes, including age and education, affected the association between leadership styles and employee engagement. According to the study's findings, improving performance requires strong leadership that fosters employee involvement. (Ppli & Rizvi, 2016).

In a 2017 study, Kaiser looked at the connection between nursing rudeness and leadership philosophies. Research indicates that workplace engagement is not directly impacted by a leader's style. Instead, it has a larger association with negative engagement than rudeness. Engagement at work is more likely to be impacted by organizational involvement. There aren't many studies examining the connection between leadership style and engagement, and the study indicates that the researcher only considered one aspect of employee engagement (Kaiser, 2017).

Akanji (2018) looks into how different leadership philosophies affect workplace conflict resolution processes and employee engagement. The findings demonstrate that cultural views led to the frequent adoption of transformational, transactional, and authoritarian leadership philosophies. Other findings show that corporations are perceived as being highly transactional and bureaucratic. Additionally, the study revealed that a few context-specific norms shaped leadership engagements, which in turn impacted employees' engagement. Finally, the study offers policy and practice recommendations that could enhance the development and course of effective leadership in this particular circumstance (Akanji, 2018).

Task structure is found to attenuate the impacts of authoritarian and charismatic leadership styles on employee engagement, according to a recent study. The findings demonstrate that charismatic leadership significantly raises staff satisfaction and that

vigor, devotion, and absorption significantly promote employee contentment. The correlation between authoritarian leadership and defiance and between employee engagement, energy, and dedication is both quite unfavorable. Research has indicated that contextual elements, in conjunction with leadership attributes, provide a more comprehensive explanation of how leadership effectiveness is influenced by leadership quality. According to Zhao and Sheng's (2019) study, organizations ought to give special consideration to appointing individuals with an authoritarian inclination as leaders.

Pokharel (2020) examined how leadership style affected the efficiency of commercial banks. According to the findings, adopting an effective and practical leadership style is crucial for the firm if it wants to improve productivity and employee engagement. According to the report, there is currently a global pandemic of leadership style.

A company's workforce has a major impact on its success or failure, and one of the most important indicators of a motivated workforce in any organization is employee engagement. Recently, researchers have found that differences in leadership philosophies affect employees' levels of engagement. According to the study, leadership style is the primary factor that may help create an engaged workplace culture and significantly impact employee engagement. Maintaining employee trust and promoting optimum productivity are two further benefits of effective leadership. Ismail and his fellow students' study goal in 2021 is to determine the relationship between employee engagement and leadership style in the workplace. The results of the study demonstrate that leadership ideologies, in particular transformational leadership, which has a strong correlation with employee engagement, have a significant effect on it. Therefore, future researchers should gather data utilizing the mixed method in order for the results to be more accurate, thorough, and generalizable (Ismail et al., 2021).

Further investigation aims to examine the impact of leadership philosophies on academic performance. This study discovered a negative correlation between performance and laissez-faire (LF) leadership, while performance and transformational (TF) leadership had

a significant positive link. The comparison of public and private sector leadership philosophies should be the focus of this future study (Jamali et al., 2022).

Most previous, recent, and ongoing research indicates that employee engagement and leadership styles are on the rise globally. Therefore, further research is necessary to assess the influence of leadership style on the overall engagement of employees in firms.

Effect of Laissez-faire Leadership on Engagement of Employees: Laissez-faire leadership is a hands-off style in which a manager gives most of the decision-making authority to subordinates and offers little to no guidance or direction. Employee engagement may suffer as a result of this leadership style, according to research (Ali & Hassan, 2019). Employees may experience disengagement and demotivation if they believe their superiors are not providing them with enough guidance or support. Employees may lack a sense of purpose and commitment to their work in the absence of defined goals and expectations, which would lower engagement levels (Johnson & Mwita, 2016). Furthermore, in a culture of laissez-faire leadership, the lack of feedback and acknowledgment will further erode employees' sense of worth and contribution to the organization, which adversely affects their level of engagement (Rahman & Khan, 2017).

The Role of Democratic Leadership in Empowering Employees: Democratic leadership entails leaders talking to and including team members in decision-making procedures. Employee engagement has been proven to be positively impacted by this leadership style (Said & Rashid, 2020). Employee engagement levels are better when they have the opportunity to participate in decision-making because it makes them feel respected and empowered (Hamid & Ali, 2018). Democratic leaders also frequently promote a cooperative and encouraging work atmosphere where staff members are at ease discussing ideas and issues (Ali & Hassan, 2019). Higher levels of engagement can result from this open communication and sense of involvement, since they can boost motivation and job satisfaction (Said & Rashid, 2020). Additionally, the participative aspect of democratic leadership can strengthen employees' sense of ownership over their jobs,

which will increase their engagement and dedication to the business (Hamid & Ali, 2018).

Autocratic Leadership and Its Influence on Employee Engagement: Leaders that practice autocratic leadership make choices without consulting their subordinates. Depending on the situation and corporate culture, this leadership style may or may not have a positive impact on worker engagement (Ali & Hassan, 2019). When autonomy and decision-making are lacking, workers may experience disengagement and demotivation (Johnson & Mwita, 2016). Reduced engagement levels may result from authoritarian leadership's inflexible and controlling style, which stifles innovation and creativity (Martinez & Brown, 2017). However, under some high-stress or time-sensitive circumstances, authoritarian leadership could be required to preserve efficiency and order (Johnson & Mwita, 2016). Employee engagement may benefit from a strong leader who can provide structure and direction, since it can provide workers a sense of security and clarity (Martinez & Brown, 2017).

2.11. Effects of Reward System on Employees' engagement

Employee achievement, recognition, autonomy, and other intrinsic qualities are all encouraged by the reward system, while low pay, an unfavorable work environment, and subpar organizational practices that could drive employees are discouraged. Salaries, incentives, and privileges are the most crucial components of the reward system since they encourage employee engagement, which is a rather mechanical but nevertheless powerful management strategy in organizations (William, 2010).

According to Mustapha (2013), monetary rewards are positively correlated with job happiness, and if employees are satisfied at work, they are more likely to behave well and perform well. Rewards, both material and intangible, are critical to job happiness. According to Mustapha (2013), monetary benefits have a positive correlation with job happiness. Furthermore, job satisfaction depends on both monetary and non-monetary satisfaction because happy employees are more likely to conduct themselves appropriately and perform well at work. Moreover, in a public secondary school, Wasiu

and Adebajo (2014) investigate how the reward system affects employee performance. The results show a substantial correlation between in-service training, employee performance, and employee engagement.

The use of rewards has been praised for improving employees' engagement. The previous study determined the impacts of incentives on employee engagement and commitment. Findings indicate that several factors influenced how engaged employees were at work. The things that have the biggest effects on employee engagement in a company, like job training, health benefits, and promotions, may also help with employee retention. The study found that for employee positive engagement, organizations should promote job rotation and job enrichment. The study concluded that an organization should reassess employee compensation to increase employee engagement. Moreover, studies on employee engagement should be replicated in other organizations (Koskey & Sakataka, 2015). Murphy (2015) concluded that there was insufficient support from the body of research on the topic of reward and hence needs to be more researched.

Success for an organization means striving for it every day. And its human capital is its greatest asset. As a result, only an engaged employee can make the organization successful. This 2007 investigation by Barik and Kochar focuses on many dimensions of employee engagement and reward systems. The key variables that influence an employee's commitment to an organization include its incentive system, enriched work settings, good leadership, opportunity for personal growth and development, employment security, self-managed teams, and decision-making ability, according to research findings. Higher productivity, increased profitability, and fewer worker turnovers are a few outcomes. The study concludes that when an organization's employees are content and engaged, its reputation and market attention are favorable (Barik & Kochar, 2017).

Esione et al.'s 2020 study looks at the effect of incentives on worker performance in Nigerian public sector organizations. According to the study, non-financial rewards are more important to employee performance than monetary ones.

In a recent study, Siswanto et al. (2021) investigated the impact of the incentive variable on employees' performance through work motivation and employee engagement. The findings demonstrate that an employee's award has no direct effect on their performance. The study found that employee engagement and motivation were positively impacted by the reward system. Nevertheless, the prize has no direct effect on employee performance. Employee engagement acts as a kind of mediating factor in the pay-performance relationship. According to research, companies should compensate employees based on their expectations. Employers also want to consider employee longevity when deciding on advancement and pay. Future studies could look at different ideas on rewards and their relationships to employee engagement and job motivation. They should also look into different perspectives on reward systems and how they impact these factors in organizations (Siswanto et al., 2021).

A well-functioning rewards system is claimed to have an impact on the achievement of organizational goals. When workers are satisfied with the implemented reward system, which can encourage the achievement of organizational goals, employee engagement will be evident. The purpose of the Marleyna study is to determine if employee satisfaction mediates the relationship between employee engagement and the reward system. The results show how pay plans impact employee engagement, which in turn motivates employees to contribute to their work because they feel motivated and satisfied with their employment. The degree of employee agreement on the reward system's value will directly correlate with increased happiness and engagement. Taking that into account, the compensation structure significantly affects employee engagement. The results of the investigation indicated that the system needs to be reorganized. A future, Future research also anticipates including a significant sample of additional mediating variables (Marleyna, 2022).

The researcher reviewed many related studies and current reviews, most of them looking at reward systems for employee performance or satisfaction and not focusing specifically on the issue of reward systems for employee engagement. Most of the study's conclusions came to the conclusion that no research has specifically looked at how

organizational culture affects employee engagement or how it interacts with policies, guidelines, leadership, and reward systems. This result signifies that additional information is needed for further evaluation (Wasiu, Adebajo, 2014; Murphy, 2015; Esione et al., 2020; Marleyana, 2022).

2.12. Intrinsic vs. Extrinsic Rewards and Their Impact on Employee Motivation:

The reward system is important in influencing employee engagement, and the types of rewards offered can have different effects on employee motivation. Intrinsic rewards refer to the internal satisfactions and enjoyment that employees derive from their work, such as a feeling of accomplishment, personal development, and the opportunity to use their skills and talents (Deci & Ryan, 2000). Extrinsic rewards, on the other hand, are material benefits that the organization offers, such as cash incentives, bonuses, promotions, and other forms of recognition (Herzberg, Mausner, & Snyderman, 1959).

Research suggests that a balance between intrinsic and extrinsic rewards is essential for fostering employee engagement (Bakker & Demerouti, 2008). While extrinsic rewards can serve as motivators and reinforce desired engagements, they may not be sufficient to sustain long-term engagement (Deci & Ryan, 2000). Deeper levels of engagement and job satisfaction can be facilitated by intrinsic rewards, such as chances for skill development and meaningful work (Kahn, 1990). Therefore, organizations should strive to offer a combination of both types of rewards to enhance employee motivation and engagement.

Recognition and Employee Engagement: Recognition is a powerful tool in promoting employee engagement. When employees receive acknowledgment and appreciation for their contributions, it can positively impact their morale and job satisfaction (Cameron & Pierce, 2002). Public recognition, verbal praise, or written commendation can make employees feel valued and appreciated for their efforts, fostering a positive work environment and increasing engagement (Erdogan, 2014).

Furthermore, peer-to-peer recognition can also play a significant role in enhancing engagement (Grant, 2012). When coworkers acknowledge an employee, the workplace

becomes more supportive and camaraderie-focused, which boosts commitment and job satisfaction (Erdogan, 2014). Therefore, organizations should implement formal recognition programs and encourage a culture of appreciation to boost employee engagement.

Performance-Based Rewards and Their Effects on Employee Commitment:

Performance-based rewards link employees' accomplishments to specific incentives, such as bonuses or salary increases. These incentive programs, when properly created, can increase worker dedication and engagement (Lawler, 2003). To receive the benefits, employees are compelled to work hard, which can boost engagement and productivity (Lawler, 2003).

However, it is essential to ensure that performance metrics are fair and transparent to avoid potential negative consequences, such as a competitive and cutthroat work environment (Deci, Koestner, & Ryan, 1999). Workers' dedication to the company might be strengthened if they believe that their efforts are valued and appropriately compensated (Lawler, 2003).

Fairness and Equity in the Reward System and Employee Engagement: To keep employees engaged and satisfied, the compensation system must be equitable and fair (Adams, 1965). Employee engagement and commitment are higher when they believe that objective and consistent criteria underpin the award distribution process (Colquitt, Conlon, Wesson, Porter, & Ng, 2001).

Conversely, perceived inequities can lead to feelings of resentment and disengagement (Adams, 1965). For example, if employees believe that others receive greater rewards for the same level of effort, it can negatively impact their motivation and engagement (Colquitt et al., 2001). Thus, to promote a sense of justice and equity among employees, businesses should make sure that the process of award allocation is transparent and that the criteria are communicated in an understandable manner.

2.13. Review of Organizational Culture Practices in Public Organizations

Government policies, regulations, and bureaucratic structures frequently influence the organizational culture practices of public organizations in Zanzibar. One prominent characteristic of organizational culture in public organizations is a higher degree of formalization and adherence to established rules and procedures (Denhardt & Denhardt, 2003). Due to the need for accountability and transparency in public service delivery, these organizations tend to have rigid hierarchies and centralized decision-making processes (Rainey, 2014).

Moreover, public organizations often prioritize stability and continuity, leading to a culture that may be resistant to change and innovation (Schein, 1992). The focus on following standard operating procedures and meeting prescribed performance metrics can sometimes lead to a bureaucratic and rule-bound culture (Denhardt & Denhardt, 2003).

2.14. Review of Organizational Culture Practices in Private Organizations

In contrast, private organizations in Zanzibar operate within a competitive market environment, which influences their organizational culture practices. Private companies tend to emphasize flexibility, innovation, and a more entrepreneurial spirit (Peters & Waterman, 1982). The culture in private organizations may be more results-oriented and customer-focused, as they strive to meet market demands and gain a competitive edge (Cameron & Quinn, 2006).

Private companies also often encourage a culture of risk-taking and reward performance (Peters & Waterman, 1982). They may have flatter organizational structures and decentralized decision-making processes, allowing for quicker responses to market changes and customer needs (Daft, 2016).

2.15. Contrasting Organizational Culture Practices in Public and Private Organizations

The organizational culture practices in public and private organizations in Zanzibar can significantly differ due to their distinct objectives and environments. Public organizations' culture often emphasizes adherence to rules and regulations, hierarchical structures, and

stability, whereas private organizations prioritize flexibility, innovation, and a focus on achieving results. The contrasting cultural practices between public and private organizations can impact various aspects, including employee engagement. For instance, the stability-focused culture of public organizations may offer job security but could lead to lower levels of employee autonomy and initiative. On the other hand, the more innovative and result-oriented culture in private organizations may promote employee empowerment and introduce higher performance pressures and job demands.

2.16. Factors Influencing Employee Engagement in Public Organizations

Numerous elements specific to the public organization setting have an impact on employee engagement in public organizations. The feeling of public duty and the chance to positively influence society are important components (Perry & Wise, 1990). Public servants often have a strong sense of mission and purpose, which can enhance their engagement and commitment to their roles.

Another significant factor is job security and stability, which are typically higher in public organizations compared to private organizations (Rainey, 2014). Employees in public organizations may feel more secure in their positions, leading to a sense of loyalty and dedication to their work.

However, public organizations may also face challenges that affect employee engagement. Bureaucratic structures and slow decision-making processes can create frustration and hinder employee empowerment (Kraatz & Block, 2008). Additionally, limited resources and budget constraints may impact employees' ability to perform their roles effectively, potentially reducing engagement levels (Rainey, 2014).

2.17. Factors Influencing Employee Engagement in Private Organizations

The competitive market environment in private firms influences various elements that impact employee engagement. Recognition of individual performance and opportunities for career advancement are vital factors that can positively impact employee engagement (Cropanzano et al., 2017). Private companies often implement performance-based reward systems, which can motivate employees to perform at their best.

Private organizations may also focus on providing a supportive and flexible work environment, which contributes to higher employee satisfaction and engagement (Ostroff et al., 2012). The emphasis on innovation and continuous improvement can also lead to a sense of excitement and engagement among employees (Cameron & Quinn, 2006).

However, private organizations may face challenges related to work-life balance and high-performance expectations (McGowan et al., 2019). The pressure to achieve targets and meet customer demands can lead to increased job demands and potential burnout if not managed effectively.

2.18. Contrasting Employee Engagement Levels in Public and Private Organizations

Due to several causes, employee engagement levels can differ across public and private firms. Higher levels of job stability and a clear sense of purpose may be found in public organizations, which can increase employee commitment and job satisfaction. However, employee empowerment may be hampered by bureaucratic processes and resource constraints, which could result in lower levels of engagement and discretionary effort.

Private organizations, on the other hand, might provide additional chances for professional development and individual recognition, which would raise motivation and engagement levels. Elevated levels of involvement can also be attributed to a dynamic work environment and an emphasis on innovation. Nonetheless, employees may experience increased stress levels and even burnout as a result of the pressure to succeed and live up to high performance standards.

It is critical to understand that employee engagement is a complicated and diverse concept that is impacted by a range of elements unique to each organizational setting. Organizations, whether public or private, can benefit from one another's best practices to boost employee engagement and overall performance.

2.19. Key Findings from Review of the Literature

Several important conclusions are drawn from the literature assessment on how organizational culture impacts worker engagement in public and private enterprises in Zanzibar:

Organizational Culture Theories: Schein's model, Denison's model, and Hofstede's cultural dimensions theory are just a few of the theories that offer helpful frameworks for comprehending how organizational culture affects employee engagement (Schein, 2010; Denison, 1990; Hofstede, 2001).

Employee Engagement Theories: Theoretical models proposed by Kahn, Maslach, and Leiter, and Macey and Schneider shed light on the psychological mechanisms underlying employee engagement (Kahn, 1990; Maslach & Leiter, 2008; Macey & Schneider, 2008).

The Role of Organizational Culture: The significance of organizational culture in shaping employee engagement cannot be overstated. Employee attitudes and engagements are influenced by the values, beliefs, norms, communication, and leadership styles of the organization (Ostroff et al., 2012; Cameron & Quinn, 2006; Schneider et al., 2017).

Impact of Organizational Structure: Employee motivation, empowerment, and autonomy are influenced by organizational structure, which in turn affects engagement levels. This spectrum includes formalization, decentralization, centralization, and mechanistic vs. organic structures (Rainey, 2014; Kraatz & Block, 2008).

Policy and Guidelines: Organizational policies and guidelines significantly impact employee decision-making. Work-life balance and fairness perceptions are related to employee engagement (Cropanzano et al., 2017; Perry & Wise, 1990).

Leadership Style: Different leadership styles, such as laissez-faire, democratic, and autocratic, have varying effects on employee engagement, with democratic leadership fostering empowerment and engagement (McGowan et al., 2019; Ostroff et al., 2003).

Reward System: Intrinsic and extrinsic rewards, recognition, performance-based rewards, and fairness in the reward system influence employee motivation and commitment, leading to varying levels of engagement (Cropanzano et al., 2017; Macey & Schneider, 2008).

2.20 Gaps in the Existing Literature

Despite the significant insights gained from the literature assessment, there are still certain gaps in the current research that require attention. **Restricted Research in Zanzibar** More research that is specifically tailored to Zanzibar's organizational and cultural setting is necessary, as the majority of the evaluated literature concentrated on organizational culture and employee engagement in Western contexts. **Lack of Longitudinal Studies:** Most studies were cross-sectional, which hinders the understanding of causal relationships between organizational culture and employee engagement over time. Longitudinal studies can offer more robust insights. **Underexplored Leadership Styles:** Some leadership styles were not extensively explored in the reviewed literature. Investigating their impact on employee engagement could provide a more comprehensive understanding; and **Sector-Specific Studies:** Limited research compared organizational culture and employee engagement between public and private organizations in Zanzibar. Conducting organization-specific studies could unveil organizational challenges and opportunities.

2.21. Implications

The results of the study have the following practical and scientific ramifications: **Developing Engaging Organizational Cultures:** Organizations in Zanzibar should focus on nurturing positive organizational cultures that align with their values and goals, creating an engaging work environment for employees. **Leadership Development:** To give leaders the tools they need to effectively lead and encourage employee participation, organizations should fund leadership development programs. **Tailored Policies:** To foster employee engagement, policies and guidelines should be created to address the specific needs of staff members while also being in accordance with the goals of the organization. **Reward and Recognition Systems:** Putting in place a well-balanced system that

combines intrinsic and extrinsic rewards will boost engagement and inspire workers. ***Sector Comparisons:*** Comparative studies between public and private organizations can provide insights into the effectiveness of different practices and policies on employee engagement within Zanzibar's specific context. ***Longitudinal Research:*** Organizations can make better decisions by conducting longitudinal studies, which can offer more profound knowledge of the relationships between company culture and employee engagement. Organizations in Zanzibar can increase employee engagement and productivity by addressing these issues, which will ultimately boost the company's success as a whole.

Employee engagement within an organization is significantly shaped by organizational culture, as demonstrated by the literature analysis in chapter 2. Organizational culture has been defined as the common values, beliefs, norms, and practices that direct workers' interactions, dispositions, and choices. Employee dedication, trust, and belonging are all cultivate positive a good and encouraging work environment, which raises engagement levels and improves organizational results. Conversely, a poisonous or unfavorable culture could impede worker motivation and lead to disengagement.

The review also emphasizes how corporate culture affects employees' views of justice and fairness at work, which in turn affects how engaged they are. An inclusive work environment that values transparency, diversity, and acknowledging workers' contributions can improve employees' job satisfaction and engagement.

Additionally, research indicates that a robust organizational culture serves as a foundation for decision-making and problem-solving, giving staff members clarity and direction. It provides individuals with a feeling of direction and significance in their work, which is a vital component of engagement. Employees are more inclined to go above and beyond and demonstrate discretionary effort when they are aligned with the organization's mission and vision.

In summary, the study demonstrates how crucial it is to develop a friendly and upbeat organizational culture to increase employee engagement and improve organizational

performance. Organizations that place a high priority on creating a culture that supports justice, trust, and alignment with employees' values are more likely to see increased employee engagement and hold onto a dedicated and driven team.

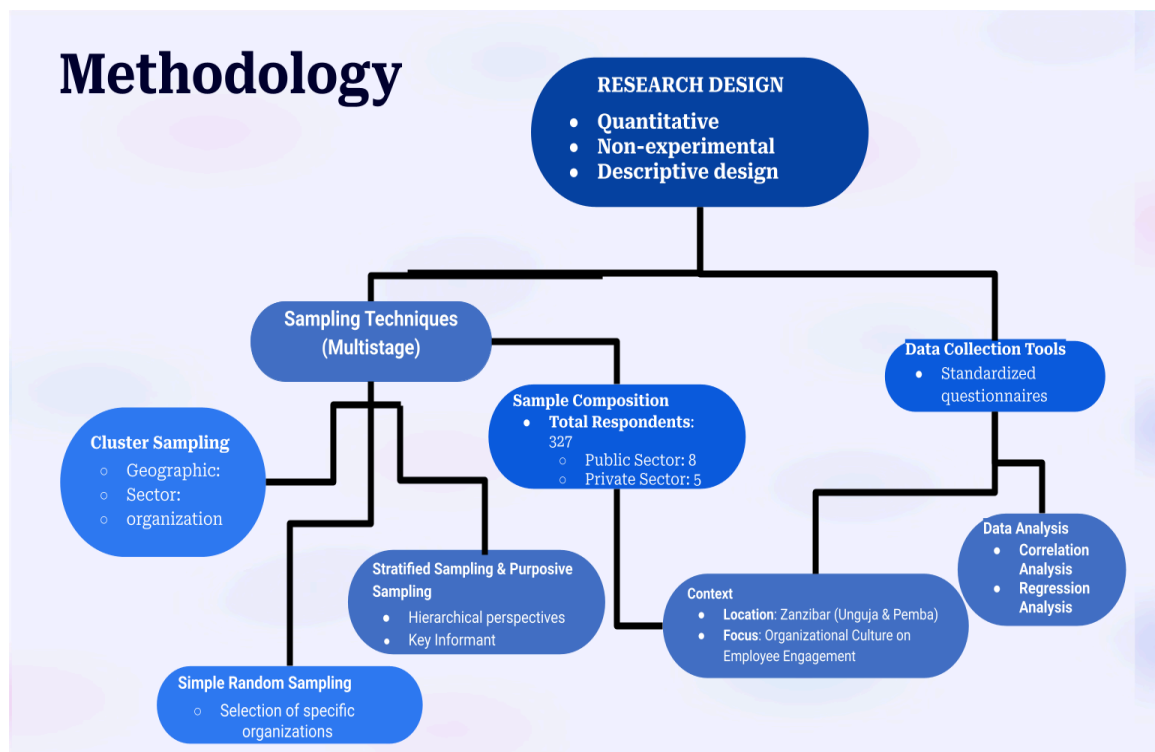
The research's later chapters build upon the understanding of the literature review, which helps readers comprehend the relationship between organizational culture and employee engagement in Zanzibar's governmental and private organizations. Organizations in Zanzibar can adopt tactics to create a positive culture that supports employee engagement, job satisfaction, and overall organizational performance by addressing the elements mentioned in the literature.

CHAPTER THREE: RESEARCH METHODOLOGY

3.0 INTRODUCTION

This chapter provides an overview of the methodologies used in this study to examine the relationship between employee engagement and organizational culture. To properly address the research objectives and ensure the validity and reliability of the study, it is imperative to adopt a suitable methodology. This chapter outlines the strategic approach and methodologies used to obtain and evaluate data.

Figure: 3.0.1 Summary of Research Methodology



3.1 Research Approach

In this study, a quantitative research methodology was employed to furnish numerical data for subsequent statistical analysis, as outlined by Gupta and Gupta in their work from 2013. The chosen research approach involved the systematic collection and analysis of quantitative data, utilizing survey methods to obtain numerical insights. This approach is instrumental in uncovering patterns, trends, and relationships within the dataset,

contributing to a rigorous and objective examination of the research questions and hypotheses. The use of quantitative techniques, like in Gupta and Gupta's methodology, gives the study a solid and logical base, which makes it easier to come up with reliable and applicable results (Gupta & Gupta, 2013).

3.2 Research Design

The research design employed a quantitative methodology to systematically analyze and comprehend the collected data. The study used a non-experimental, descriptive research design for quantitative data analysis in keeping with this methodology. This approach concentrated on measuring and analyzing relationships and correlations pertinent to the study goals. Using quantitative methods makes sure that the variables being studied are studied in a structured and statistical way, which makes it easier to understand the research phenomenon in a correct and measurable way (Salkind, 2010).

3.3 Area of the Study

The Zanzibar Public and Private Organizations were selected as representative entities for larger organizational contexts, and data were gathered from both. The evaluation of public and private organizations is crucial because of their critical role in promoting long-term economic growth. This statement is consistent with the viewpoint put forth by the World Economic Forum (WEF) in 2018, which emphasized the long-term importance of these institutions in forming and influencing economic progress.

3.4 Sample

Employees from public and private organizations in Zanzibar made up the study's target population. These individuals represented a range of organizational hierarchies, from lower-level employees to higher-level employees. The aim was to generalize the study's findings to the whole workforce, which led to the decision to include all employees in the population (Price & Lovell, 2018). This wide inclusion guarantees a thorough portrayal of viewpoints and experiences within Zanzibar's employment landscape, increasing the study's potential relevance and applicability to a larger workforce in the public and private sectors.

3.5 Sample Size

The Krejcie and Morgan table was used to determine the sample size. 13 organizations were therefore included. The sample of the study's target population was 5 from private organizations with 258 people (making a total of 2279) and 8 were from public organizations (2021 people). In conclusion, 327 people made up the study's sample size. Public organizations made up 203 participants, or 62% of the total responders, while private organizations had 124 participants, or 38% (Krejcie, & Morgan, 1970)

Table 3.5.1: Determining Sample Size for a Finite Population

<i>N</i>	<i>S</i>	<i>N</i>	<i>S</i>	<i>N</i>	<i>S</i>
10	10	220	140	1200	291
15	14	230	144	1300	297
20	19	240	148	1400	302
25	24	250	152	1500	306
30	28	260	155	1600	310
35	32	270	159	1700	313
40	36	280	162	1800	317
45	40	290	165	1900	320
50	44	300	169	2000	322
55	48	320	175	2200	327
60	52	340	181	2400	331
65	56	360	186	2600	335
70	59	380	191	2800	338
75	63	400	196	3000	341
80	66	420	201	3500	346
85	70	440	205	4000	351
90	73	460	210	4500	354
95	76	480	214	5000	357
100	80	500	217	6000	361
110	86	550	226	7000	364
120	92	600	234	8000	367
130	97	650	242	9000	368
140	103	700	248	10000	370
150	108	750	254	15000	375
160	113	800	260	20000	377
170	118	850	265	30000	379
180	123	900	269	40000	380
190	127	950	274	50000	381
200	132	1000	278	75000	382
210	136	1100	285	100000	384

Note.—*N* is population size. *S* is sample size.
Source: Krejcie & Morgan, 1970

3.6 Sampling Procedure

The study employed a multistage sampling technique to ensure both representativeness and practicality in examining organizational culture's impact on employee engagement across Zanzibar's public and private sectors. Initially, cluster sampling was used to divide the population geographically (Unguja vs. Pemba) and by sector (public vs. private), creating manageable subgroups that reflected Zanzibar's organizational diversity. From these clusters, simple random sampling was applied to select specific organizations (e.g., 8 public entities like MoEVT and ZSSF, and 5 private firms like Zantel and CRDB), giving each an equal chance of inclusion. To capture hierarchical perspectives, stratified sampling further divided employees within these organizations by positional level (upper, middle, lower management), ensuring proportional representation (9%, 43%, and 48% respectively, per Table 4.1.6). Finally, purposive sampling targeted key informants (e.g., HR managers or employees with ≥ 1 year tenure) to provide nuanced insights into policies and culture. This hybrid approach balanced statistical rigor with on-the-ground feasibility, addressing Zanzibar's unique challenges (e.g., resource constraints, sectoral disparities) while aligning with Krejcie & Morgan's sample size framework. The design of the study's mixed-method analysis of culture-engagement dynamics was strong because it used both probability methods (for generalizability) and non-probability techniques (for depth).

3.7 Data Collection

Using guidelines from Steve & Marcus (2001), quantitative data collection was a methodical process of collecting and analyzing data on the desired variables. While extensive document reviews of both published and unpublished materials were used to source secondary data, questionnaires were used to collect primary data (Lescroel et al. 2014). An online survey was given to a representative sample of employees from various Zanzibari organizations to collect quantitative data. The questionnaire included questions about organizational structure and pre-established criteria that evaluated employee engagement and organizational culture. This methodical approach makes sure that the study has a quantitative foundation and allows a thorough investigation of the variables that have been identified within the designated organizational environment.

3.8 Data Collection Tools

For this study, structured questionnaires that matched the goals of the research were the main means of gathering quantitative data. The questionnaires were carefully created using Google Forms, with tailored questions focusing on certain areas of employee engagement and organizational culture. Using Google Forms made data gathering quick and easy while guaranteeing the accuracy and consistency needed for quantitative analysis.

3.9 Questionnaire:

The primary method employed for data collection was the questionnaire, selected for its efficacy in achieving successful results. The researcher utilized modern, straightforward, and accessible tools to design and administer the questionnaires, aligning with the study's objectives. The choice of questionnaires as the main data collection instrument reflects a deliberate approach to gathering quantitative data, ensuring the research goals are met with precision and relevance.

Organizational Culture Assessment Instrument (OCAI): In 1999, Kim Cameron and Robert Quinn at the University of Michigan developed this tool as an established research method to assess different kinds of organizational cultures. It has thirty items with a reliability of 0.9. The main goal of the OCAI is to assess six crucial facets of corporate culture. Painting a picture of the underlying assumptions and ideals that form the organization is the aim of the instrument's completion (Cameron & Quinn, 2011).

Questionnaire for an Analysis of the Effects of Organizational Structure: Penning developed the questionnaire in 1973, which features 22 elements for three components and has a reliability rating of 0.9. The questionnaire's main goal is to assess and evaluate an organization's organizational structure. Its goal is to identify and assess the organization's structural components and their interactions. The organizational structure of many organizations has been examined and analyzed using the questionnaire in earlier research projects. Researchers have employed it to gather data and insights on how

organizational structure impacts various organizational outcomes, such as employee engagement, performance, communication, and decision-making processes.

Human Resources Management Policies and Practices Scale HRMPPS: This scale, which has 40 items and 0.84 reliability, is used to evaluate policies and guidelines (Pasquali et al., 2008). Scoring: Each item in the HRMPPS is typically rated on a Likert-type scale, where respondents indicate their level of agreement or disagreement with each statement. The scores are then calculated and analyzed to derive overall scores for different dimensions of HRM and the entire scale. Use in Research: The HRMPPS has likely been used in various research studies and organizational assessments to investigate HRM practices and their impact on employee outcomes, organizational performance, and other relevant factors.

Kurt Lewin Leadership Style Model: This approach assesses how a leader's style affects employee engagement. It was developed in 1939 by a group of scientists led by psychologist Kurt Lewin and consists of 35 questions with a 0.9 reliability score. After combining engagements, he arrived at the conclusion that there are three primary and different types of leadership. Three Approaches to Leadership: Kurt Lewin's model identifies three primary leadership styles: autocratic, democratic, and laissez-faire. In order to gauge the degree to which specific leadership behaviors are seen in their workplace, respondents are asked to score the engagement of their leaders using a Likert-type scale in these questions. According to the concept, a leader's style can have a big impact on team dynamics, job satisfaction, and worker engagement. Diverse leadership approaches can lead to different degrees of performance and motivation among employees. Impact on the Theory of Leadership: A fundamental tool in the study of leadership is the Kurt Lewin Leadership Style Model. It served as a foundation for more study and the creation of leadership models and frameworks, and it inspired later theories of leadership. In the annals of organizational psychology and leadership studies, the model holds great importance. According to Komarov and Aloyan (2017), it offered early insights into the significance of leadership engagements and their effect on organizational outcomes.

Minnesota Satisfaction Questionnaire Short form: This questionnaire's goals were to examine the organization's reward system and provide employees a chance to express their feelings about their current jobs, as well as what they are and are not content with. We use a 20-item, 0.9-reliability short form to assess the reward system (David et al., 1967). Application: The questionnaire is used in organizational research and HR management to assess the effectiveness of the reward system from the employees' perspective. It helps identify areas of improvement and potential issues that may impact employee motivation and job satisfaction. The questionnaire encourages two-way contact between staff members and the company by giving them a platform to voice their thoughts and feelings regarding their roles and the rewards program. Organizational leaders can use this input to help them make well-informed decisions about their reward methods and policies.

Work Engagement Survey (UWES): The Utrecht Work Engagement Scale (UWES) gauges employee levels of pride, inspiration, challenge, mental and physical stamina, and focus while working. They mesh well with the energy, commitment, and focus of work involvement. In order to measure job engagement, which is viewed as the worker's attitude toward their work with enthusiasm, dedication, and then absorption—the antithesis of burnout—Schaufeli, Martinez, and colleagues developed the scale based on the Maslach Burnout Inventory (MBI). This is seventeen (17) statements that measure employee engagement in organizations by Schaufeli & Bakker (2003), which range from 0.7 to 0.9 reliability. The UWES has demonstrated strong psychometric properties, including high validity and reliability. Researchers have extensively validated the scale across various cultural and occupational contexts, making it a widely accepted instrument for measuring work engagement. The UWES is used to measure employee work engagement in organizational research, workplace surveys, and human resources management. It aids in the comprehension of the degree of employee commitment and involvement in the workplace by enterprises. Numerous favorable effects, such as improved job performance, job satisfaction, organizational commitment, and general well-being, have been linked to high levels of work engagement. Employee engagement

has been linked to increased productivity and a lower risk of burnout (Wilmar, S. & Arnold B. 2004).

Table 3.9.1: Measures

Measures						
S/No.	Variable name	Name of scales	Author/developer	No. of items	Reliability (α)	Reliability (α) In current data
1.	Organizational Culture	Organizational Culture Assessment Instrument (OCAI)	Cameron and Quinn (1999).	48	.6	.7
2.	Organizational structure	Questionnaire for an Analysis of the Effects of Organizational Structure.	Penning (1973). Evrim & Aydan (2018)	9	.9	.9
3.	Policy and guideline	Human Resources Management Policies and Practices Scale HRMPPS.	Pasquali, et al., (2008).	40	.8	.9
4.	Leadership style	Kurt Lewin Leadership Style Model.	Komarov, & Aloyan, (2017).	35	.9	.7
5.	Reward systems	Minnesota Satisfaction Questionnaire	David et al., (1967).	20	.9	.9

3.11 Document Review

Document reviews were employed during the data collection process to enhance and support other techniques (Berg & Bruce, 2009). The researcher gathered data from office files and reports regarding organizational structure, policies, and guidelines. By providing more in-depth details about the employees in the firms, it was highly helpful in our study.

3.12 Data Analysis:

The online survey collected the quantitative data, which we then analyzed using the appropriate statistical software. Descriptive statistics were computed to summarize the data, while inferential statistics, such as correlation analysis and regression analysis, were used to examine the relationships between organizational structure variables and employee engagement. SPSS was used to calculate the proportions for quantitative data. Descriptive statistics use the population's mean to describe and summarize its characteristics.

3.13 Trustworthiness of the Data (Validity/Reliability)

The trustworthiness of the data in terms of validity and reliability for the research tools discussed earlier: All the scale likely underwent content validity, construct validity, and criterion-related validity testing during its development. Content validity ensures that the items in the scale comprehensively cover the relevant aspects of the content. Construct validity verifies that the scale measure the intended constructs related to the topic effectively. Criterion-related validity examines how well the scale's scores relate to other criteria, such as the content's effectiveness. In case of reliability, all tools have strong reliability score ranges from 0.8–0.9, indicating high internal consistency among its items. A high reliability score suggests that the items consistently measure the intended construct of the content. It implies that the scale is reliable and yields consistent results over multiple administrations. Furthermore, to establish validity, the models also underwent theoretical validation and empirical validation. Theoretical validation involves aligning the model with existing theories and research. Empirical validation involves examining whether the model accurately predicts any outcomes in real-world settings. Researchers may have conducted studies to demonstrate the model's ability to differentiate between leaders with different styles and to assess its predictive validity for employee engagement and performance. A high level of inter-rater reliability would indicate that different observers consistently classify leaders' engagements into the correct leadership style categories. The information provided states that the tools have demonstrated strong psychometric properties, including high reliability. The reliability score of 0.9 indicates high internal consistency among its items. The 0.9 rating suggests that the questionnaire items consistently measure work engagement, and the scale is reliable for assessing employees' levels of work engagement. Due to the fact that the study questionnaire was written in both English and Swahili, two official international languages, all personnel at all levels of the organization were able to read and comprehend the content with the aid of the researcher.

3.14 Ethical Considerations:

This study adheres to ethical guidelines to protect the participants' rights and confidentiality. Informed consent was obtained from all participants, and their identities were anonymized in the reporting of results.

3.15 Limitations:

It is imperative to recognize specific constraints associated with this research. First off, it can be more difficult to prove a link between organizational structure and organizational engagement because the data are cross-sectional. Second, the survey data's self-reporting nature may introduce response biases. We'll work to overcome these constraints by gathering and analyzing the data.

3.16 Conclusion:

The research methodology adopted in this study, comprising a mixed-method approach of qualitative interviews and quantitative surveys, provides a comprehensive understanding of the relationship between organizational culture and employee engagement. The combination of data collection methods enhanced the validity and reliability of the study's findings, enabling organizations to make informed decisions regarding their structural design to foster a more engaged and productive workforce.

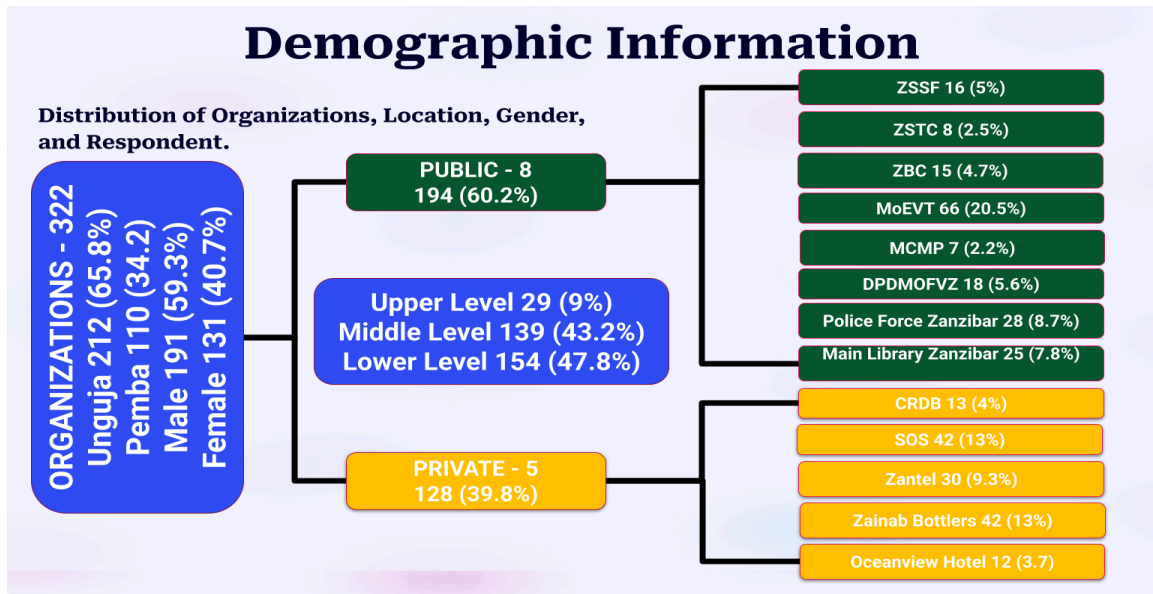
CHAPTER FOUR: DATA ANALYSIS AND RESULTS

4.0. INTRODUCTION

The study's findings, hypothesis testing, analysis, and data interpretation are all presented in this chapter. After SPSS analysis, the results are presented in figures and tabular form to make them easier to read and comprehend. This study looked at how organizational culture affected employee engagement in both public and private organizations in Zanzibar. Three hundred and twenty-seven (327) chosen respondents were given self-administered questionnaires from five private and eight public organizations on the two islands of Unguja and Pemba in Zanzibar, Tanzania. Therefore, according to the goals of the study, organizational name, gender, location, organizational status, level of employees, age group, and employment history of the respondents are all deemed to be highly important demographic variables and are reported in this chapter.

4.1. DEMOGRAPHIC INFORMATION

Figure: 4.1.1: Summary of demographic Information



Source: Field data 2022

4.1.1. Name of Organizations

The demographic information was collected from a diverse sample of 322 respondents representing various organizations in Zanzibar. The participating organizations included CRDB, Zantel, Main Library Zanzibar, ZSSF, ZSTC, DPDMOFVZ, MoEVT, MCMP, Ocean View Hotel, Police Force Zanzibar, ZBC, SOS, and Zainab Bottlers. This study aimed to investigate the effects of organizational culture on employees' engagement within the context of both public and private organizations in Zanzibar.

The inclusion of respondents from a range of organizations adds depth and richness to the study, allowing for a comprehensive exploration of how organizational culture influences employee engagement across different organizations. By incorporating a diverse set of organizations, the research aims to provide insights that apply to the broader organizational landscape in Zanzibar. The study's focus on both public and private organizations enhances its relevance and applicability, recognizing the potential variations in organizational culture and engagement dynamics between these organizations.

The respondents' demographic details, including their organizational affiliations, serve as a critical foundation for understanding the nuances of organizational culture and its impact on employee engagement. The diverse organizational representation ensures a holistic perspective, contributing to the study's overall robustness and generalizability of findings.

Table 4.1.1.1: Distribution of Respondents in Organizations

Organization Name	N	Percent	Cumulative Percent
CRDB	13	4.0	4.0
Zantel	30	9.3	13.4
Main Library Zanzibar	25	7.8	21.1
ZSSF	16	5.0	26.1

ZSTC	8	2.5	28.6
DPDMOFVZ	18	5.6	34.2
MoEVT	66	20.5	54.7
MCMP	7	2.2	56.8
Oceanview Hotel	12	3.7	60.6
Police Force Zanzibar	28	8.7	69.3
ZBC	15	4.7	73.9
SOS	42	13.0	87.0
Zainab Bottlers	42	13.0	100.0
Total	322	100.0	

Source: Field data 2022

The study included a total of 322 respondents. The organizations varied in terms of their representation in the dataset. The highest representation was observed in the Ministry of Education and Vocational Training (MoEVT), constituting 20.5% of the respondents. SOS and Zainab Bottlers followed closely, accounting for 13.0% each.

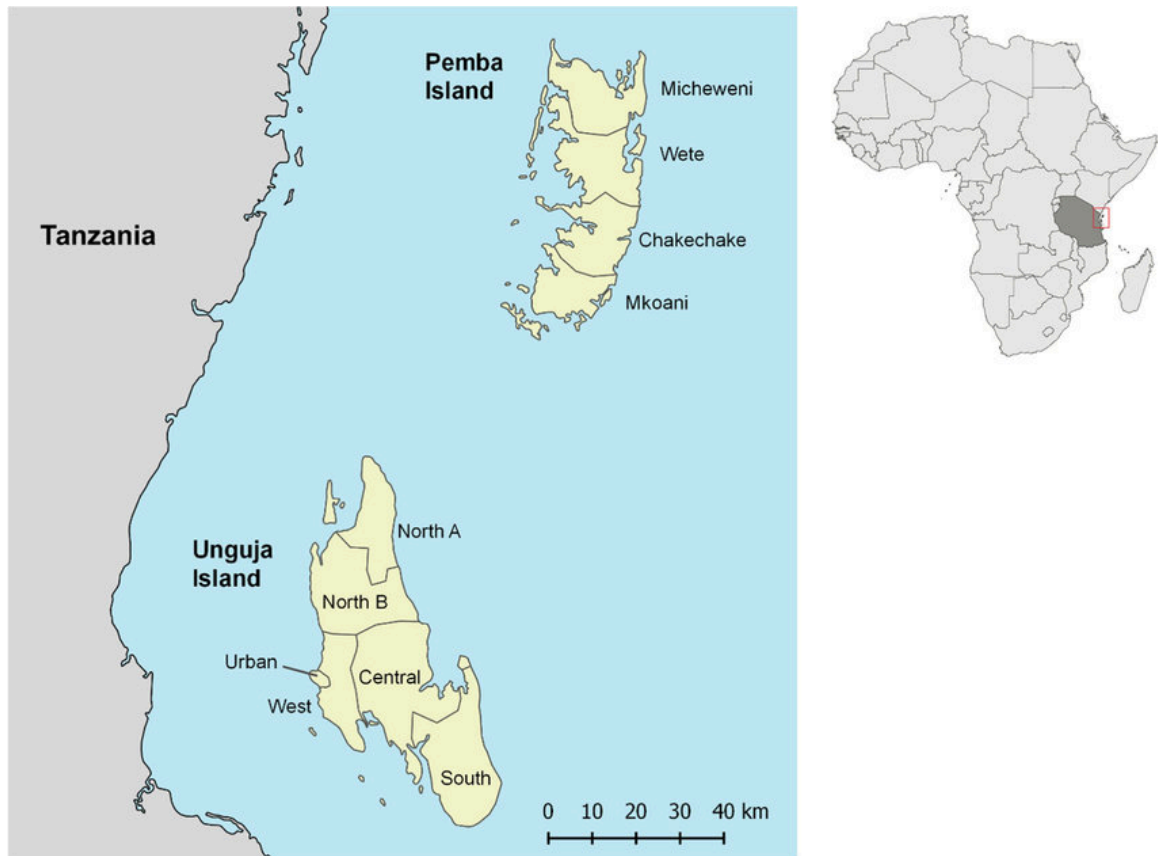
In contrast, some organizations, such as CRDB, ZSTC, and MCMP, had relatively lower representation, each contributing less than 5% to the total respondent pool. The cumulative percent column provides insights into the proportion of respondents accounted for up to a specific organization. For instance, the top five organizations collectively represented 28.6% of the total respondents. The study included a total of 322 respondents. The organizations varied in terms of their representation in the dataset. The highest representation was observed in the Ministry of Education and Vocational Training (MoEVT), constituting 20.5% of the respondents. SOS and Zainab Bottlers followed closely, accounting for 13.0% each.

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cumulative percent column provides insights into the proportion of respondents accounted for up to a specific organization. For instance, the top five organizations collectively represented 28.6% of the total respondents.

4.1.2. Location of Respondents

Figure 4.1: Distribution of districts in Zanzibar Islands (Unguja & Pemba)



District boundaries are shown on a map of Zanzibar's Pemba and Unguja Islands (left). Tanzania's mainland and Zanzibar are shaded on the locator map (right)

Source:<https://www.researchgate.net/figure/Map-of-Pemba-and-Unguja-Islands-Zan>

The study was conducted in both Unguja and Pemba, reflecting a thoughtful and comprehensive approach by the researcher. The decision to collect data from both locations was made to enhance the accuracy and representativeness of the study's findings. By including respondents from both Unguja and Pemba, the research acknowledges and accommodates potential variations in organizational culture and

employee engagement that may exist between these distinct geographical locations within Zanzibar.

Unguja and Pemba, as different islands, may have unique cultural, economic, and social contexts that can influence organizational dynamics. The researcher's deliberate choice to collect data from both locations recognizes the importance of capturing these contextual nuances to ensure a more nuanced and contextually relevant analysis.

The inclusion of respondents from multiple locations enriches the study by providing a more comprehensive understanding of how organizational culture influences employees' engagement across different geographic settings. It also allows for the identification of any potential regional variations in the organizational culture and its impact on employee engagement, contributing to a more holistic interpretation of the study results.

Table 4.1.2.1 Location of Respondents

Location	N	Percent
Unguja	212	65.8
Pemba	110	34.2
Total	322	100.0

Source: Field data 2022

The majority of respondents, constituting 65.8%, are located in Unguja. This indicates a higher concentration of participants from this region in the study on the effects of organizational culture on employee engagement. On the other hand, Pemba, while representing a smaller portion of the dataset at 34.2%, still contributes significantly to the overall study.

The cumulative percent column illustrates the increasing proportion of respondents as we move through the locations. Unguja alone represents the majority of participants, showcasing its prominence in the study compared to Pemba. This is because of the

makeup of the population and the number of regions and districts (2 districts from Pemba and 3 districts from Unguja Island) as shown in Figure 4.1 of the study.

4.1.3. Status of Respondent's Organizations

The research study deliberately incorporated respondents from both private and public organizations, a strategic decision aimed at encompassing the organizational culture within diverse spheres. This intentional inclusion of participants from both organizations was motivated by the objective of obtaining a more accurate and comprehensive dataset that spans a broad spectrum of organizational cultures.

By encompassing individuals from both private and public organizations, the study acknowledges the potential distinctions in organizational culture that exist between these two domains. This inclusive approach recognizes the nuanced nature of workplace dynamics in each organization, considering factors such as governance structures, decision-making processes, and overall organizational ethos.

The rationale behind collecting data from both private and public organizations aligns with the research's pursuit of a more thorough understanding of how organizational culture influences employee engagement across different organizational contexts. This approach ensures that the study captures a wide range of cultural nuances, allowing for a nuanced analysis that considers the diversity inherent in private and public organization workplaces.

Table 4.1.3.1 Status of respondents' organization

Status	N	Percent
Public	194	60.2
Private	128	39.8
Total	322	100.0

Source: Field data 2022

Table 4.1.3.1 shows that public organizations dominate the dataset, representing 60.2% of the total respondents. This suggests a substantial presence of individuals from public organizations in the study of the effects of organizational culture on employees' engagement. The higher proportion of participants from public entities indicates a potentially stronger influence of public organizational cultures on the overall study findings.

Furthermore, private organizations account for 39.8% of the dataset. While numerically smaller, this segment still constitutes a significant portion of the study. The presence of participants from private organizations adds diversity to the dataset, allowing for a comparative analysis of how organizational culture and its effects on employee engagement may differ between public and private organizations.

4.1.4. Gender Distribution of Respondents

The researcher meticulously designed the study to include participants from both genders, showcasing a nuanced understanding of the importance of gender diversity in organizational research. This intentional choice was driven by the recognition that organizational culture is a multifaceted construct that may be perceived and experienced differently based on gender-related perspectives, experiences, and expectations.

Incorporating individuals of both genders reflects a commitment to capturing a broad spectrum of insights on how organizational culture influences employee engagement. This gender-inclusive approach adds depth to the study and aligns with contemporary principles of diversity and inclusion. By considering both male and female perspectives, the research aims to illuminate any gender-related nuances that might contribute to the variations in organizational culture perceptions and engagements.

Table 4.1.4.1: Gender of respondents

Gender	N	Percent
Male	191	59.3
Female	131	40.7
Total	322	100.0

Source: Field data 2022

The dataset includes 191 instances, accounting for 59.3% of the total. This indicates a substantial representation of male employees in the study on the effects of organizational culture on employees' engagement. The higher percentage of male participants suggests their significant role in contributing to the overall findings and observations. Female respondents, while numerically smaller with a frequency of 131, still account for a considerable proportion of the dataset at 40.7%. The presence of female participants adds diversity to the study, allowing for a gender-inclusive exploration of how organizational culture influences employee engagement. This is particularly important, as gender dynamics can play a significant role in shaping workplace experiences.

4.1.5. Age Group

The researcher thoughtfully stratified the participant pool based on age, recognizing the significance of exploring how different age groups perceive and interact with organizational culture. This deliberate approach involved categorizing respondents into distinct age brackets: 21-30, 31-40, 41-50, and 51 and above. The rationale behind this stratification was to gain nuanced insights into how organizational culture influences employee engagement across various stages of professional and personal development. By targeting participants from diverse age groups, the study aimed to uncover potential variations in the interpretation and impact of organizational culture based on generational perspectives. The researcher acknowledged that individuals in different life stages might have distinct expectations, values, and preferences, all of which can shape their perceptions of organizational culture.

Table 4.1.5.1: Age group

Age Group	N	Percent
21-30	102	31.7
31-40	159	49.4
41-50	43	13.4
51+	18	5.6
Total	322	100.0

Source: Field data 2022

Table 4.1.5.1. shows that the age group of 21-30 comprises a significant portion of the dataset, with a frequency of 102, representing 31.7% of the total respondents. This information suggests a substantial representation of younger employees in the study, contributing to a comprehensive understanding of how organizational culture influences the engagement of individuals in the early stages of their careers. The 31-40 age group constitutes the largest segment of respondents, with a frequency of 159, making up 49.4% of the total. This age category's dominance in the study implies that the majority of participants fall within the range where employees often experience significant career growth and professional development. Their perspectives can provide valuable insights into how organizational culture impacts engagement during this critical phase of professional life.

Furthermore, participants in the 41-to-50 age group, with a frequency of 43, represent 13.4% of the total respondents. This group likely includes individuals in mid-career stages, and their experiences can contribute to understanding how organizational culture influences engagement as employees progress through their careers. The 51+ age group, while numerically smaller with a frequency of 18, still represents 5.6% of the total respondents. This segment likely includes more seasoned professionals, and their

perspectives can offer insights into how organizational culture continues to shape engagement in later career stages.

4.1.6. Positional Level of Respondents

The researcher thoughtfully structured the participant composition based on organizational hierarchy, categorizing respondents into three distinct positions: Upper Level, Middle Level, and Lower Level. This intentional grouping was driven by the recognition that individuals occupying different positions within the organizational hierarchy likely have diverse perspectives on organizational culture and its impact on employee engagement.

By strategically incorporating participants from Upper, Middle, and Lower levels, the study aimed to capture a comprehensive spectrum of viewpoints on how organizational culture manifests across various echelons of the workplace. The researcher acknowledged that individuals in leadership roles might perceive and experience organizational culture differently than those in mid-level or entry-level positions.

This hierarchical stratification not only enriches the study but also aligns with contemporary discussions on leadership, organizational dynamics, and employee Table 4.1.5 shows that the age group of 21-30 comprises a significant portion of the dataset, with a frequency of 102, representing 31.7% of the total respondents. This suggests a substantial representation of younger employees in the study, contributing to a comprehensive understanding of how organizational culture influences the engagement of individuals in the early stages of their careers. The 31-40 age group constitutes the largest segment of respondents, with a frequency of 159, making up 49.4% of the total. This age category's dominance in the study implies that the majority of participants fall within the range where employees often experience significant career growth and professional development. Their perspectives can provide valuable insights into how organizational culture impacts engagement during this critical phase of professional life.

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This hierarchical stratification enriches the study and aligns with contemporary discussions on leadership, organizational dynamics, and employee engagement. It acknowledges that organizational culture is often shaped, interpreted, and disseminated differently at different levels within the organizational structure. It recognizes that diverse levels within the organizational structure frequently have distinct influences on how organizational culture is formed, understood, and communicated.

Table 4.1.6.1: Level of Employees

Level of Employees	N	Percent
Upper Level	29	9.0
Middle Level	139	43.2
Lower Level	154	47.8
Total	322	100.0

Source: Field data 2022

Table 4.1.6 shows that respondents in higher-level positions, with a frequency of 29, represent 9.0% of the total. This category likely includes individuals in leadership or executive roles. Their perspectives can offer valuable insights into how organizational culture influences decision-making and strategic directions within the studied organizations.

Furthermore, the Middle-Level category is the most prominent, with a frequency of 139, constituting 43.2% of the total respondents. This suggests a significant representation of individuals in managerial or supervisory roles. Understanding the experiences and perceptions of this group are crucial, as they play a central role in translating organizational culture into day-to-day work practices.

Lastly, the respondents in Lower-Level positions, with a frequency of 154, make up the majority at 47.8%. This category likely includes frontline staff and employees with less managerial responsibility. Exploring the experiences of individuals in Lower-Level positions is essential for comprehending how organizational culture impacts the daily work experiences of a broad range of employees.

4.1.7.1 Experience of Respondents

The researcher systematically organized participants based on their years of professional experience, delineating five distinct groups: Less than 5 years, 5 to 10 years, 11 to 15 years, 16 to 20 years, and Over 21 years. This meticulous categorization was driven by

the understanding that individuals at different stages of their professional journey likely possess varied insights into organizational culture and its implications for employee engagement.

By intentionally grouping respondents based on their experience levels, the study sought to capture a nuanced panorama of perspectives on organizational culture. The researcher recognized that individuals with less experience might bring fresh viewpoints, while those with more extended tenures could offer insights shaped by years of exposure to the organizational climate.

Table 4.1.7.1: Experience of Employees

Experience of Employees	N	Percent
Less than 5 years	104	32.3
5–10 years	84	26.1
11–15 years	67	20.8
16–20 years	34	10.6
Over 21 years	33	10.2
Total	322	100.0

Source: Field data 2022

Table 4.1.7 shows that respondents with less than 5 years of experience constitute a significant portion of the dataset, with a frequency of 104, representing 32.3% of the total. This category likely includes early-career professionals, and their perspectives can offer insights into how organizational culture influences individuals in the initial stages of their careers. The 5–10 years of experience category, with a frequency of 84, makes up 26.1% of the total. This group likely includes individuals who have gained some experience but are still in the relatively early or mid-stages of their careers. Understanding the experiences and perceptions of this cohort is essential for comprehending the mid-career dynamics related to organizational culture.

Furthermore, table 4.7 shows that respondents with 11 to 15 years of experience, with a frequency of 67, represent 20.8% of the total. This category includes professionals with a substantial amount of experience, potentially reaching senior or specialized roles. Exploring the experiences of individuals in this group is crucial for understanding how organizational culture evolves and impacts engagement over a longer career span. The 16–20 years of experience category, with a frequency of 34, constitutes 10.6% of the total. Individuals in this group likely hold significant expertise and may occupy senior positions within their organizations. Insights from this cohort can provide a more profound understanding of how organizational culture influences engagement in the later stages of a career. Finally, Respondents with over 21 years of experience, totalling 33, make up 10.2% of the total. This category likely includes seasoned professionals with extensive career trajectories. Exploring the experiences of individuals with over two decades of experience are essential for uncovering insights into the long-term impact of organizational culture on employee engagement.

4.2. CURRENT ORGANIZATION CULTURE THAT INFLUENCES EMPLOYEE ENGAGEMENT IN ORGANIZATIONS

4.2.1. Dominant

The study analysis provides a comprehensive snapshot of employees' perceptions of organizational culture across four variables: "Dominant Now A" (the organization is a very personal place). It is like an extended family. People seem to share a lot of themselves." Dominant Now B: The organization is a very dynamic and entrepreneurial place. People are willing to stick their necks out and take risks. "Dominant Now C." (The organization is very results-oriented.) A major concern is with getting the job done. People are highly competitive and driven by achievement. Formal procedures generally govern what people do. In interpreting the results, it's evident that respondents perceive their organization as embodying distinct cultural characteristics.

Table 4.2.1.1: Employees' Perceptions of Organizational Culture

Organizational Culture	N	Mean	Std. Deviation
Dominant Now A	322	4.5217	12.06864
Dominant Now B	322	4.4410	11.40440
Dominant Now C	322	4.9938	11.15342
Dominant Now D	322	4.2919	11.24086

Source: Field data 2022

Table 4.2.1.1. shows that Dominant Now A," with a mean of approximately 4.52 and a median of 0.01, reflects a moderate agreement that the organization is akin to an extended family where individuals share personal aspects of themselves. The responses to Dominant Now I suggest that employees perceive their organization as a very personal place, akin to an extended family. In this cultural dimension, individuals feel a sense of connection and openness, with a willingness to share personal aspects of themselves. The relatively lower mean and median values indicate a moderate agreement among respondents, emphasizing a workplace environment where camaraderie and per

Dominant Now B" exhibits a higher mean of about 4.44, indicating a relatively positive perception of the organization as dynamic and entrepreneurial. The lower median, however, suggests some variability in responses, possibly indicating differing viewpoints among respondents' social connections contribute to a sense of belonging. Dominant Now B reflects a perception of the organization as dynamic and entrepreneurial. Employees, on average, see their workplace as a space where individuals are willing to take risks and innovate. The higher mean suggests a generally positive sentiment toward a culture that fosters dynamism and entrepreneurial spirit. However, the lower median indicates some variance in responses, suggesting that not all employees share this uniform perspective, highlighting potential diversity in opinions regarding the organization's entrepreneurial ethos.

Dominant Now C" portrays a strong agreement, with a mean of approximately 4.69 and a median of 1.000, indicating a prevalent perception of the organization as results-oriented, competitive, and achievement-focused. In Dominant Now C, employees overwhelmingly perceive the organization as results-oriented, competitive, and achievement-focused. The high mean and median values indicate a strong consensus among respondents regarding the emphasis on achieving objectives and the competitive nature of the workplace. This cultural dimension suggests that employees place a significant value on accomplishing tasks and competing to achieve success within the organization.

Dominant Now D" reflects a relatively positive perception of the organization as controlled and structured, with a higher mean of approximately 4.29 and a lower median suggesting some diversity in responses. Dominant Now D reflects a perception of the organization as a controlled and structured environment. Employees, on average, see formal procedures as governing day-to-day activities. The higher mean suggests a relatively positive perception of an organizational culture characterized by clear structure and formalized processes. The lower median indicates some variability in responses, hinting at potential differing opinions on the level of control and structure within the organization.

Furthermore, the variability in median values across variables "Dominant Now B" and "Dominant Now D" suggests that opinions on the entrepreneurial and structured nature of the organization may vary among respondents. These findings highlight the complexity and diversity of organizational culture perceptions within the workforce.

4.2.2 Organizational Leadership

The researcher analyzed four dimensions of leadership within an organization: leadership A, which represents mentoring, facilitating, nurturing; leadership B, which represents entrepreneurship, innovation, risk-taking; leadership C, which is aggressive, results-oriented; and leadership D, which focuses on coordination, organizing, and efficiency. The output provides a detailed analysis of these dimensions.

Table 4.2.2.1: Organizational Leadership

Organizational Culture	N	Mean	Std. Deviation
Leadership Now A	322	3.7578	10.7872
Leadership Now B	322	25.5901	9.97472
Leadership Now C	322	29.6894	10.81837
Leadership Now D	322	25.3727	11.94553

Source: Field data 2022

Table 4.2.2.1. shows that leadership A now, with a mean of 2.76, suggests that employees generally perceive the current leadership as exemplifying mentoring, facilitating, or nurturing qualities. The lower median of 3.78.00 indicates some variability in responses, reflecting diverse opinions on the nurturing aspects of leadership. This dimension implies a workplace where leaders are seen as supportive and focused on employee growth. In organizations where Leadership qualities are predominant, leaders are likely viewed as approachable mentors who provide guidance, offer constructive feedback, and create an environment conducive to learning and growth. The lower median suggests that while a substantial portion of employees strongly identify with this mentoring style, there is a segment with differing perceptions, possibly reflecting variations in individual experiences or expectations.

Moreover, the nurturing aspect of Leadership A now implies that leaders prioritize creating a supportive and inclusive work environment. This may manifest through mentorship programs, regular feedback sessions, and initiatives that contribute to the personal and professional development of employees. The workplace is likely characterized by an emphasis on continuous learning, open communication, and a strong sense of community. Organizations with a strong presence of Leadership qualities can benefit from a positive and collaborative workplace culture, where employees feel valued, supported, and encouraged to reach their full potential. Recognizing and understanding the diversity of opinions within this dimension can further guide leaders in

tailoring their approach to meet the varied needs and expectations of their team members, ultimately contributing to a more cohesive and effective work environment.

Leadership B now, with a mean of 4.59, indicates a perception of the current leadership as demonstrating entrepreneurial, innovative, or risk-taking qualities. The higher median of 30.00 suggests a more consistent agreement among respondents regarding the entrepreneurial nature of leadership. This dimension reflects an organization where leaders encourage innovation and are willing to take risks to drive success. In this perspective, leaders are likely viewed as visionaries who foster an environment conducive to innovation and creative problem-solving. This may involve initiatives such as encouraging experimentation, supporting novel ideas, and embracing a culture that values adaptability and resilience in the face of challenges. The higher median reflects a shared perception among employees, reinforcing the notion that the majority sees leadership as proactive, open to change, and supportive of initiatives that drive innovation.

Therefore, recognizing and leveraging these qualities can contribute to sustained growth and competitiveness. Understanding the consistent agreement among respondents within this dimension further reinforces the organization's commitment to fostering an entrepreneurial spirit that propels the entire workforce toward achieving shared goals and driving success in a rapidly evolving business landscape.

Leadership C now stands out with a mean of 5.69, indicating a prevailing perception that the current leadership is characterized by a no-nonsense, aggressive, and results-oriented focus. The high median of 0.00 suggests a strong consensus among respondents regarding the results-oriented nature of leadership. This dimension portrays an organizational culture where leaders prioritize achievement and emphasize a competitive approach to goals. In this dimension, leaders are likely perceived as assertive and decisive figures who drive a sense of urgency and a commitment to achieving tangible outcomes. The high median suggests a widespread acknowledgment and agreement among employees that the organization's leadership is firmly oriented towards delivering results and

surpassing objectives. This culture often fosters a dynamic and fast-paced work environment, where the emphasis is on accomplishing tasks efficiently and effectively.

Furthermore, the no-nonsense and aggressive characteristics associated with Leadership imply a leadership style that values straightforward communication, proactive decision-making, and a focus on overcoming challenges. Leaders in this dimension may exhibit a hands-on approach, setting clear expectations, and holding individuals accountable for their contributions. This leadership style can cultivate a sense of determination, ambition, and a collective drive to succeed within the organizational workforce.

Leadership D now, with a mean of 04.37, suggests that employees generally perceive the current leadership as exemplifying coordinating, organizing, or smooth-running efficiency. The higher median of 0.00 indicates a relatively consistent agreement among respondents regarding the efficiency-focused aspects of leadership. This dimension reflects an organization where leaders are considered effective organizers, ensuring smooth operations. In organizations characterized by these qualities, leaders are likely perceived as methodical and strategic planners who prioritize systematic approaches to tasks and projects. The higher median suggests that a significant majority of employees share a common understanding of the leadership's commitment to creating an environment that values order, organization, and smooth workflow.

Furthermore, the coordinating and organizing characteristics associated with this Leadership imply a leadership style that is adept at managing resources, allocating responsibilities, and ensuring that tasks are executed with precision. Leaders in this dimension may emphasize the importance of collaboration, communication, and establishing clear frameworks to promote efficiency in daily operations.

Organizations with a strong presence of these Leadership qualities are likely to experience a culture that values attention to detail, adherence to protocols, and an overall commitment to achieving objectives with maximum efficiency. This style of leadership contributes to a sense of stability, predictability, and a well-organized work environment.

While fostering efficiency is a key strength, leaders should also be mindful of balancing structure with flexibility to adapt to changing circumstances and encourage innovation.

4.2.3. Management of employees

The research data provides a comprehensive view of employees' perceptions regarding four distinct dimensions of management styles within the organization: Management A now, Management B, now Management C, and now Management D Now whereby management A means Management style is characterized by teamwork, consensus, and participation. Management B means Management style is characterized by individual risk-taking, innovation, freedom, and uniqueness. Management C means Management style is characterized by hard-driving competitiveness, high demands, and achievement, and management D means Management style is characterized by security of employment, conformity, predictability, and stability in relationships Each dimension is associated with specific characteristics, reflecting unique approaches to leadership in the workplace.

Table 4.2.3.1: Management Engagement in Organization

Organizational Culture	N	Mean	Std. Deviation
Management Now A	322	3.7888	10.79079
Management Now B	322	4.2547	11.06074
Management Now C	322	43.2671	36.7081
Management Now D	322	11.02179	11.37174

Source: Field data 2023

Table 4.2.3.1 shows that Management a Now, with a mean of 3.79, suggests that employees generally perceive the current management style as one characterized by teamwork, consensus, and participation. This implies a workplace culture that values collaboration and collective decision-making. The lower median of 0.00 indicates some variability in responses, highlighting diverse opinions on the collaborative aspects of management. The lower median of 00.00 indicates some variability in responses, suggesting that while there is an overall perception of a collaborative management style,

there is diversity in opinions among respondents. This variability may be attributed to individual experiences, departmental differences, or varied expectations regarding the extent to which teamwork and participation are emphasized within the organization.

In organizations characterized by Management A quality, leaders are likely perceived as fostering an inclusive and cooperative work environment. This may manifest through practices such as team-based decision-making, open communication channels, and a culture that values the input of all team members. The variability in responses, as indicated by the lower median, underscores the nuanced nature of employees' perceptions, acknowledging that not everyone may share an equally positive view of the collaborative aspects of management.

Management B Now, with a mean of 4.25, it signifies a perception of the current management style as incorporating individual risk-taking, innovation, freedom, and uniqueness. While the mean suggests a moderate level of emphasis on individualism and innovation, the variability in the median values indicates differing opinions among respondents, showcasing the diversity of perspectives on the individualistic aspects of management. However, the variability in the median values, indicating a median of 0.00, highlights differing opinions among respondents regarding the extent to which individualism and innovation are emphasized within the organization. This variability may stem from diverse interpretations of what constitutes individual risk-taking and innovation, as well as varying perceptions of the level of freedom and uniqueness allowed within the workplace.

In organizations characterized by Management B qualities, leaders are likely perceived as advocates for individual empowerment and autonomy. This may manifest through initiatives such as encouraging employees to pursue novel ideas, fostering a culture that values experimentation, and providing a degree of freedom for individuals to express their unique strengths and talents. The variability in median values underscores the existence of differing viewpoints among employees, recognizing that not all individuals may perceive the same degree of emphasis on individualistic aspects of management.

Management C Now stands out with a mean of 4.27, indicating a prevailing perception that the current management style is characterized by hard-driving competitiveness, high demands, and a strong focus on achievement. The higher median of 0.00 suggests a strong consensus among respondents regarding the competitive and achievement-oriented nature of management, highlighting a results-driven approach that demands high performance.

The higher median of 30.00 further underlines the prevailing perception among respondents, indicating a strong consensus regarding the competitive and achievement-oriented nature of management. This higher median value suggests that a significant majority of employees share a common understanding and agreement that the organization's leadership is firmly focused on delivering results and surpassing objectives. This consistency in responses highlights a shared belief in the results-driven and high-performance nature of the current management style.

In organizations characterized by these qualities, managers are likely perceived as assertive and demanding figures who drive a sense of urgency and a commitment to achieving tangible outcomes. This management style often fosters a dynamic and fast-paced work environment where the emphasis is on accomplishing tasks efficiently and effectively. The higher median reflects a shared perception among employees, reinforcing the notion that the majority sees leadership as proactive, results-focused, and oriented toward continuous achievement.

This management view also emphasizes tough competition and high demand, which suggests a leadership style that values honest communication, taking the initiative to make decisions, and focusing on solving problems. Leaders in this dimension may exhibit a hands-on approach, setting clear expectations, and holding individuals accountable for their contributions. While this management style can cultivate a sense of determination, ambition, and a collective drive to succeed, it is crucial for leaders to balance assertiveness with empathy and support to ensure a healthy work environment that motivates and engages employees toward shared success.

Management D Now, with a mean of 4.71, it suggests that employees generally perceive the current management style as emphasizing the security of employment, conformity, predictability, and stability in relationships. The higher median of 0.00 indicates a relatively consistent agreement among respondents regarding the stability-focused aspects of management. This higher median value suggests a strong consensus among employees, emphasizing that the majority share a common understanding and agreement about the organization's leadership style. This shared perception underscores the notion that current management is firmly focused on providing a stable and predictable work environment.

Managers in organizations characterized by these management qualities are likely to prioritize the well-being and job security of employees. This management style often promotes a structured and organized workplace, where individuals can expect a certain level of consistency and predictability in their roles. The higher median value reinforces the idea that employees generally agree on the stability-focused nature of the current management style, indicating a shared belief in the organization's commitment to providing a secure and reliable work environment.

Moreover, the emphasis on conformity suggests a leadership approach that values adherence to established procedures and norms, contributing to a sense of order and predictability. The focus on stability in relationships implies an organizational culture that values trust, consistency, and enduring professional connections. While this management style can foster a sense of security and reliability, it is essential for leaders to balance stability with adaptability to address changing circumstances and promote employee engagement.

Organizations with a strong presence of these Management qualities are likely to experience a workplace culture that values employee satisfaction, loyalty, and a sense of continuity. Recognizing and leveraging these qualities can contribute to a positive work environment, employee retention, and overall organizational stability. Understanding the consistent agreement within this dimension provides valuable insights for organizational

leadership in reinforcing a culture that prioritizes stability and fosters strong, enduring relationships within the workplace.

4.2.4. Organizational glue

The organizational glue dimensions, Glue A Now, Glue B Presently, Glue C Presently, and Glue D Presently, provide insights into employees' perceptions of factors contributing to organizational cohesion. Glue A now signifies loyalty and mutual trust, while Glue B now emphasizes innovation and development, Glue C emphasizes achievement, and Glue D now focuses on formal rules and policies. These dimensions help understand the factors that contribute to organizational cohesion and maintain a smooth-running organization.

Table 4.2.4.1: Organizational Glue

Organizational Culture	N	Mean	Std. Deviation
Organizational Glue Now A	322	4.2547	9.28455
Organizational Glue Now B	322	4.6460	8.99596
Organizational Glue Now C	322	3.2298	11.53229
Organizational Glue Now D	322	4.5528	11.20102

Source: Field data

Table 4.2.4.1 shows that Glue a Now, representing the organizational cohesion built on loyalty and mutual trust, reveals that employees, on average, hold a moderate perception of commitment to the organization. The mean value of 4.25 suggests that there is a noteworthy level of dedication and trust among employees. However, the lower median of 0.001 indicates a certain level of variability in responses, showcasing diverse opinions regarding the importance of loyalty and mutual trust as cohesive elements within the organization. The moderate mean implies that a significant portion of employees acknowledge and value loyalty and mutual trust as integral to the organizational fabric. This could manifest in strong team bonds, shared values, and a sense of belonging.

However, the lower median indicates that a subset of employees may not attribute the same level of significance to these aspects, resulting in a spread of opinions.

This variability in responses suggests that, while loyalty and mutual trust are perceived as important by a substantial portion of the workforce, there are varying degrees of emphasis placed on these elements. Understanding this diversity of perspectives is crucial for organizational leaders, as it highlights the need for nuanced approaches to fostering loyalty and trust within different segments of the workforce. It may be beneficial for leadership to engage in targeted communication and initiatives that address the range of opinions to strengthen overall organizational cohesion.

Table 4.5 also shows Glue B, which represents organizational cohesion through a commitment to innovation and development, portrays a robust perception among employees. The relatively high mean of 4.65 indicates that, on average, employees attribute a significant level of importance to innovation and development as cohesive forces within the organization. This suggests a prevailing acknowledgment of the role of cutting-edge practices and continuous improvement in fostering unity. The lower median of 1.00 emphasizes a more uniform agreement among respondents regarding the importance of innovation and development. This suggests that a substantial majority of employees perceive a strong connection between the organization's commitment to innovation and the overall cohesion of the workplace. The higher median value signifies a shared belief in the pivotal role of innovation in binding the organization together.

Glue C Now, which signifies organizational cohesion through an emphasis on achievement and goal accomplishment, reveals a compelling perception among employees. The high mean of 28.23 suggests that, on average, employees attribute a substantial level of significance to the organization's emphasis on achievement and goal accomplishment as cohesive factors. This indicates a prevailing acknowledgment of the role of success-oriented practices in fostering unity within the workplace. The higher median of 0.001 underscores a strong consensus among respondents regarding the importance of achievement and goal accomplishment. This higher median value signifies

that a significant majority of employees share the belief that organizational cohesion is closely tied to the emphasis on reaching objectives and accomplishing goals. This shared perspective highlights a unified understanding of the role of achievement in binding the organization together.

Nevertheless, the larger standard deviation indicates some diversity in opinions. While there is a dominant consensus on the importance of achievement, the larger standard deviation suggests that there are individuals with varying degrees of emphasis on this aspect. This diversity in opinions could stem from differences in individual values, job roles, or experiences within the organization.

Lastly, Glue D Now, representing organizational cohesion through adherence to formal rules and policies, reflects a notable perception among employees. The mean of 3.55 indicates that, on average, employees attribute a relatively high level of importance to the organization's commitment to formal rules and policies as cohesive elements. This suggests a prevalent recognition of the role of structured guidelines in fostering unity within the workplace. The higher median of 0.002 highlights a consistent agreement among respondents regarding the importance of formal rules and policies. This higher median value signifies that a significant majority of employees share the belief that organizational cohesion is closely tied to adherence to established rules and policies. This shared perspective indicates a unified understanding of the role of formal guidelines in binding the organization together.

Furthermore, the moderate standard deviation implies some diversity in opinions. While there is a predominant consensus on the importance of formal rules and policies, the moderate standard deviation suggests that there are individuals with varying degrees of emphasis on this aspect. This diversity in opinions could arise from differences in personal experiences, job roles, or perspectives on the efficacy of formal guidelines within the organization.

4.2.5 Organizational Strategic Emphases

The descriptive statistics for organizational strategic emphases offer valuable insights into how employees perceive the current focus areas within the organization, encompassing Strategic A Now, Strategic B Presently, Strategic C Presently, and Strategic D Presently. Strategic A now means the current emphasis on human development, high trust, openness, and participation persists. Strategic now B means the current emphasis on acquiring new resources, creating new challenges, trying new things, and prospecting for valuable opportunities; strategic now C means the current emphasizes competitive actions and achievement. Hitting stretch targets and winning in the marketplace is dominant and strategic now D means the current emphasizes permanence and stability. Efficiency, control, and smooth operations are important.

Table 4.2.5.1: Organizational Strategic Emphases

Organizational Culture	N	Mean	Std. Deviation
Strategic Now A	322	4.1925	9.70597
Strategic Now B	322	3.1677	10.40742
Strategic Now C	322	4.571	10.2222
Strategic Now D	322	3.4907	11.91016

Source: Field data

Table 4.2.5.1 illustrates Strategic A Now, which emphasizes human development, high trust, openness, and participation. The mean of 4.19 indicates a strong perceived emphasis on human development, trust, openness, and participation within the current organizational strategy. This suggests that, on average, employees recognize the importance of fostering an environment that values personal growth, trust, open communication, and active participation. The emphasis on human-centric values implies a workplace culture that prioritizes the well-being and development of its members.

Furthermore, the median of 0.00 introduces a layer of complexity by revealing a degree of variability in responses. This variability signifies diverse opinions among employees regarding the significance of these human-centric elements. While some employees may strongly endorse the emphasis on human development and trust, others may have reservations or differing perspectives. This highlights the need for organizational leaders to conduct targeted initiatives that address the varying expectations and opinions regarding the role of these values in shaping the strategic direction of the organization.

Table 4.6 also shows Strategic B Now, which emphasizes acquiring new resources, creating new challenges, trying new things, and prospecting for opportunities. The mean score of 3.17 indicates a moderate perceived emphasis on acquiring new resources, embracing new challenges, and exploring innovative opportunities within the current organizational strategy. This suggests that, on average, employees recognize the importance of a strategy that actively seeks and capitalizes on new avenues for growth and development. The emphasis on these elements implies a forward-thinking approach that values adaptability and a proactive stance toward change.

However, the median score of 0.00 introduces a notable variability in responses, indicating diverse opinions among employees regarding the significance of these strategic elements. This variability suggests that while some employees may strongly endorse a strategy focused on resource acquisition and innovation, others may hold reservations or have differing viewpoints. This diversity emphasizes the need for organizational leaders to adopt tailored approaches that can effectively accommodate the wide range of opinions surrounding the importance of exploration and resource acquisition.

The Strategic C Now represents the current emphasis on competitive actions and achievement. Hitting stretch targets and winning in the marketplace is dominant, showing the elevated mean score of 3.57 and emphasizing a robust perceived emphasis on competitive actions and achievement within the current organizational strategy. This high average signifies a clear acknowledgment among employees of the strategic priority placed on fostering a competitive edge and achieving notable milestones. The emphasis

on hitting stretch targets and winning in the marketplace suggests a commitment to excellence and success.

Furthermore, the higher median score of 0.00 provides additional insight, indicating a more consistent agreement among respondents regarding the dominance of this strategic emphasis in the organizational culture. This higher median highlights a cohesive perspective among employees, underscoring a shared commitment to a culture that prioritizes competition and places a strong emphasis on achieving ambitious goals.

This cohesive perspective suggests more than just an organizational strategy; it points to a deeply ingrained cultural value system. The organization, as perceived by employees, prioritizes competitiveness and sets high expectations for achievement. For organizational leaders, this alignment offers an opportunity to reinforce and leverage these shared values. Strategies that capitalize on this competitive spirit, such as recognition programs for outstanding achievements or targeted initiatives to foster a culture of continuous improvement, can be strategically implemented.

Lastly, Strategic D Now represents permanence and stability. Efficiency, control, and smooth operations are important; the mean score is 4.49, revealing a pronounced perceived emphasis on permanence, stability, and efficient operations within the current organizational strategy. This elevated average indicates that, on average, employees recognize the strategic importance of cultivating a workplace environment characterized by longevity, stability, and streamlined operational efficiency. The emphasis on permanence suggests a commitment to enduring organizational values and practices.

Moreover, the higher median score of 0.00 provides further insight, indicating a more consistent agreement among respondents regarding the dominant role of this strategic emphasis in the organizational strategy. This higher median underscores a shared perspective among employees, emphasizing the paramount importance of stability and efficiency in shaping the organizational culture.

This shared perspective offers organizational leaders a clear directive for strategic decision-making. The emphasis on permanence and stability suggests a workforce that values consistency and reliability in organizational operations. Leaders can leverage this insight to reinforce and fortify aspects of the organizational structure that contribute to stability, such as well-established processes, robust control mechanisms, and initiatives that enhance overall operational efficiency

4.2.6. Organization criteria for success

The organizational landscape is intricately shaped by the criteria used to define success, serving as guiding principles that influence strategic decisions and cultivate a shared sense of purpose among employees. The current analysis delves into the diverse perspectives held by employees regarding the criteria for success within their organization. This exploration encompasses four distinct dimensions: Success A, emphasizing human resource development, teamwork, and employee commitment; Success B, focusing on having unique or newest products and innovation; Success C, centered around winning in the marketplace and competitive leadership, and Success D prioritizes efficiency, dependable delivery, and low-cost production.

Table 4.2.6.1: Organizational criteria for success

Organizational Culture	N	Mean	Std. Deviation
Success Now A	322	4.3540	11.40826
Success Now B	322	4.2919	10.63565
Success Now C	322	4.111	10.96781
Success Now D	322	4.0683	136.980

Source: Field data 2022

Table 4.2.6.1 shows that Success A Now that representing emphasizes the development of human resources, teamwork, employee commitment, and concern for people has a

mean score of 4.35 that reveals a moderate perceived emphasis on organizational success grounded in the development of human resources, fostering teamwork, cultivating employee commitment, and expressing genuine concern for people. This suggests that, on average, employees recognize the importance of a workplace culture that prioritizes the growth and well-being of its human capital.

The median score of 0.00, on the other hand, adds a layer of complexity by showing that responses were not all the same and that employees had different ideas about how important these human-centered success factors were. This diversity suggests that while a considerable portion of the workforce values the emphasis on human resource development, teamwork, and employee commitment, there are varying that, while a considerable portion of the workforce places an

Table 4.7 also shows the variable Success B Now, representing the emphasis on having unique or newest products. Product leadership and innovation are key. The variable has a mean score of 4.29,, indicating a moderate perceived emphasis on organizational success grounded in the possession of unique or newest products, positioning the organization as a product leader and innovator. This suggests that, on average, employees recognize the strategic importance of maintaining a competitive edge through product leadership and continuous innovation.

The variable Success C now represents winning in the marketplace and outpacing the competition. Competitive market leadership is key, as a mean score of 4.11 indicates a strong perceived emphasis on defining success based on winning in the marketplace and outpacing the competition. The lower median score of 30.00 signifies a more consistent agreement among respondents, emphasizing the dominance of this strategic emphasis in the current organizational success criteria. This shared perspective suggests an organizational culture that prioritizes competitiveness and market leadership.

This strong consensus among employees indicates a collective understanding of the strategic importance of outpacing competitors and achieving success in the marketplace. It suggests that employees align closely with the organization's emphasis on competitive

market leadership, which can serve as a unifying force in shaping organizational strategies and decision-making.

Finally, the Success D Now variable highlights efficiency. Dependable delivery, smooth scheduling, and low-cost production are critical. The variable has a mean score of 4.07, indicating a relatively high perceived emphasis on organizational success rooted in operational efficiency. The emphasis on dependable delivery, smooth scheduling, and low-cost production underscores the significance placed on streamlined and cost-effective business operations. However, the median score of 0.0004 introduces a layer of diversity in responses, highlighting varying opinions among employees regarding the importance of operational efficiency as a success criterion. This diversity indicates that while a substantial portion of the workforce values the emphasis on efficiency, there are differing degrees of alignment with these operational values.

This diversity emphasizes the need for organizational leaders to adopt tailored approaches to align organizational goals with the varied perspectives on the importance of operational efficiency. Engaging employees in discussions about efficiency, implementing feedback mechanisms, and fostering a culture of continuous improvement can contribute to a more inclusive approach to operational success. Organizational leaders can consider targeted initiatives such as training programs, technology adoption, or process optimization to reinforce the importance of operational efficiency. Recognizing and celebrating instances of operational excellence within the organization can further motivate employees and strengthen the commitment to efficiency.

4.3. PREFERRED ORGANIZATIONAL CULTURE FOR ORGANIZATIONS

Having thoroughly assessed the prevailing organizational culture and its impact on employee engagements, the researcher proceeded to present a set of preferred cultural attributes to the respondents. This proactive step aimed to solicit agreement and feedback on the proposed culture, encompassing dimensions such as dominance, leadership,

management of employees, organizational glue, strategic emphasis, and criteria of success.

By introducing the preferred culture, the researcher sought to engage participants in a reflective process, encouraging them to consider and align with the envisioned organizational values and norms. This strategic intervention allowed for a dynamic exploration of how employees perceive and respond to a proposed cultural framework.

The proposed culture was carefully crafted based on insights gained from the analysis of dominant leadership and management styles, as well as organizational glue, strategic emphases, and criteria for success. This holistic approach aimed to ensure coherence and alignment across various facets of the organizational environment.

Through this method, the researcher not only gauged respondents' receptiveness to the proposed cultural elements but also provided them with an opportunity to contribute to the co-creation of an organizational culture that resonates with their preferences and expectations. This participatory approach enhances the study's applicability and reflects a commitment to fostering a workplace culture that is both meaningful and collectively embraced by the workforce.

Table 4.3.1 encapsulates the feedback provided by respondents regarding their preferences for organizational culture:

Table 4.3.1: Preferred Organizational Culture

	N	Mean	Std. Deviation
Dominant A Preferred	322	4.0000	.00000
Dominant B Preferred	322	4.0000	.00000
Dominant C Preferred	322	3.7609	.42722
Dominant D Preferred	322	3.7609	.42722
Leadership A Preferred	322	3.7609	.42722
Leadership B Preferred	322	3.7609	.42722
Leadership C Preferred	322	2.1524	.35627
Leadership D Preferred	322	3.7609	.42722

Management A Preferred	322	3.7609	.42722
Management B Preferred	322	3.7609	.42722
Management C Preferred	322	3.7609	.42722
Management D Preferred	322	4.2857	.75652
Glue A Preferred	322	4.2888	.76963
Glue B Preferred	322	4.2702	.78834
Glue C Preferred	322	4.2981	.75994
Glue D Preferred	322	4.2981	.75994
Strategic A Pre	322	4.2981	.75994
Strategic B Pre	322	4.2981	.75994
Strategic C Pre	322	4.2981	.75994
Strategic D Pre	322	4.2981	.75994
Strategic A Pre	322	4.2981	.75994
Success B Pre	322	4.2981	.75994
Success C Pre	322	4.2981	.75994
Success D Pre	322	4.2981	.75994
Valid N (listwise)	322		

Source: Field data

4.3.2. Dominant in organization

Table 4.3.1 above shows Dominant A Preferred, with a mean score of 4.00, reflecting a striking unanimity among respondents in their preference for an organizational culture that is akin to a very personal place, resembling an extended family. This perfect mean score indicates an overwhelming consensus among participants, signifying that they strongly agree with the notion of the organization embodying qualities associated with a close-knit and familial atmosphere.

The emphasis on the organization as a very personal place implies that employees share a profound connection, and the workplace is perceived as an extended family, fostering a sense of belonging and camaraderie. The unanimous agreement underscores the significance employees place on interpersonal relationships, mutual support, and a nurturing work environment. This cultural preference suggests a workplace where

individuals value personal connections, collaborative interactions, and a sense of unity, mirroring the dynamics typically found in close-knit family structures.

Table 4.3.1. above shows Dominant B Preferred, with a mean score of 4.00, reveals a unanimous preference among respondents for an organizational culture characterized by dynamism, entrepreneurship, and a willingness to take risks. The perfect mean score suggests a high level of agreement, indicating that all participants strongly endorse the idea of the organization being dynamic and entrepreneurial, with individuals willing to take bold initiatives.

The emphasis on the organization as a dynamic and entrepreneurial place signifies a culture that encourages innovation, risk-taking, and a proactive approach to challenges. The unanimous agreement reflects a shared vision among respondents, highlighting a collective desire for an organizational atmosphere that fosters creativity, encourages forward-thinking, and supports employees in taking calculated risks to drive the organization's success.

The perfect mean score of 4.00 in Dominant B Preferred indicates a strong alignment of preferences among respondents, emphasizing the significance of cultivating a dynamic and entrepreneurial culture within the organization. This cultural dimension, when incorporated into organizational practices, has the potential to inspire creativity, foster a spirit of innovation, and enhance the organization's ability to navigate and capitalize on opportunities in a rapidly changing business landscape.

With a mean score of 3.76, Dominant C Preferred stands out as the answer that most people wanted. It indicates that people want an organizational culture that is results-oriented and values competition and success. While the mean falls short of a perfect score, the relatively high agreement suggests a substantial consensus among participants regarding the importance of a results-driven approach within the organizational context.

The mean score of 3.76 indicates that respondents, on average, view the organization as very results-oriented, with a major emphasis on getting the job done. The slightly lower mean compared to perfect consensus implies a degree of variability in opinions, allowing for some diversity in perspectives on the level of competitiveness and achievement orientation. This diversity might stem from variations in individual interpretations of what constitutes a highly results-oriented culture.

The preference for a results-oriented culture points to an organizational atmosphere where individuals are driven by a commitment to achieving goals, meeting targets, and fostering a competitive edge. The emphasis on competitiveness and achievement suggests a workplace culture that values high performance, challenges individuals to excel, and places a strong focus on realizing tangible outcomes.

Table 4.3.1. above shows that Dominant D Preferred, with a mean score of 3.76, indicates a notable preference among respondents for an organizational culture that is characterized by control and structure. While not reaching a perfect score, the high agreement among participants suggests a substantial consensus regarding the importance of a controlled and structured environment within the organizational context.

The mean score of 3.76 suggests that respondents, on average, view the organization as a very controlled and structured place, where formal procedures generally govern what people do. The slightly lower mean compared to perfect consensus implies some variability in opinions, allowing for diversity in perspectives on the degree of control and structure desired in the organizational culture.

The preference for a controlled and structured culture points to an organizational atmosphere where individuals value formal procedures, predictability, and stability. The emphasis on a well-defined structure suggests a workplace culture that values order, efficiency, and adherence to established protocols. Employees may perceive this environment as one that provides a clear framework for decision-making and a stable foundation for day-to-day operations.

4.3.3. Organizational Leadership Style

Table 4.7 above shows Leadership A Preferred, with a mean score of 3.76, indicates a noteworthy preference among respondents for an organizational culture characterized by mentoring, facilitating, or nurturing leadership. The mean score suggests a considerable level of agreement among participants, highlighting a collective inclination toward leadership qualities associated with guidance and support.

The mean score of 3.76 implies that respondents, on average, view the ideal leadership style in the organization as one that emphasizes mentoring, facilitating, or nurturing. While not reaching a perfect score, the high agreement among participants indicates a substantial consensus regarding the importance of supportive and mentorship-oriented leadership within the organizational context.

This preference for mentoring and nurturing leadership suggests a desire for leaders who actively engage in developing and supporting their team members. Employees may value a leadership approach that fosters personal and professional growth, facilitates open communication, and provides a supportive environment. The slightly lower mean compared to perfect consensus allows for some variability in opinions, suggesting that individuals may have nuanced perspectives on the extent to which mentorship and nurturing should be emphasized.

Table 4.13 above shows Leadership B Preferred, with a mean score of 3.76, suggests a notable preference among respondents for an organizational culture characterized by leadership exemplifying entrepreneurship, innovation, or risk-taking. The mean score indicates a considerable level of agreement among participants, highlighting a collective inclination toward leadership qualities associated with a dynamic and risk-taking approach.

The mean score of 3.76 implies that, on average, respondents view the ideal leadership style in the organization as one that encourages entrepreneurship, innovation, and a willingness to take risks. The high level of agreement among participants suggests a

substantial consensus regarding the importance of these qualities in organizational leadership.

This preference for entrepreneurship, innovation, and risk-taking in leadership suggests a desire for leaders who are proactive, creative, and willing to explore new opportunities. Employees may value a leadership approach that fosters a culture of innovation, embraces change, and encourages the pursuit of new ideas and initiatives. The slightly lower mean compared to perfect consensus allows for some variability in opinions, indicating that individuals may have nuanced perspectives on the extent to which these qualities should be emphasized.

The high mean score indicates a shared desire for leadership that propels the organization's dynamism, cultivates an innovative culture, and embraces calculated risks. When appropriately implemented, this cultural dimension can contribute to adaptability, creativity, and a competitive edge in the marketplace.

Table 4.3.1. above shows Leadership C Preferred, with a mean score of 2.15, illustrating a clear lack of preference among respondents for an organizational culture characterized by leadership exemplifying a no-nonsense, aggressive, and results-oriented focus. The mean score suggests a high level of disagreement among the respondents, highlighting a divergence in their views on the significance of this leadership style.

The lower mean score indicates that a substantial proportion of respondents do not see this aggressive and results-oriented leadership as essential or desirable for the organization. The standard deviation, which measures the extent of variation in responses, would provide insights into the degree of consensus or disagreement among respondents.

This non-preference indicates that the majority of respondents do not endorse or prioritize a culture marked by aggressive and results-driven leadership in the organization. It could be indicative of a prevailing sentiment among employees that a more collaborative, nurturing, or innovative leadership approach would be more effective or suitable for the

organization. Addressing this divergence in preferences is crucial for fostering a leadership style that aligns with the values and expectations of the employees.

Leadership D Preferred is shown in Table 4.7. It has a mean score of 3.76, which means that most of the people who answered the survey wanted an organizational culture where leaders coordinated, organized, or made things run smoothly. The mean score, while not as unanimous as some other dimensions, indicates a general agreement among respondents regarding the perceived importance of this leadership style.

The moderate mean score suggests that a substantial proportion of respondents view a leadership style focused on coordination, organization, and efficiency as relevant or desirable for the organization. The standard deviation, measuring the extent of variation in responses, would provide additional insights into the degree of consensus among respondents.

This preference implies that a significant number of employees see value in a leadership approach that emphasizes smooth operations, coordination, and organizational efficiency. Organizations may find it beneficial to leverage and strengthen this aspect of leadership while also considering the diversity in opinions to accommodate various perspectives within the workforce. Addressing any potential concerns or gaps in understanding about this leadership style can contribute to a more cohesive organizational culture.

4.3.4. Management of employee within the organization

Table 4.3.1. above shows Management A Preferred, with a mean score of 3.76 that indicates a moderate preference among respondents for an organizational culture characterized by a management style emphasizing teamwork, consensus, and participation. The mean score, while not unanimous, suggests a general agreement among respondents regarding the perceived importance of this management style.

The preference suggests that employees see value in a management style that promotes collaboration, collective decision-making, and a participative approach. Organizations may find it beneficial to reinforce and enhance this aspect of management, recognizing its

importance in fostering a positive work environment. Understanding the diversity in opinions can help leaders tailor their management strategies to accommodate various perspectives within the workforce, contributing to a more inclusive organizational culture.

Table 4.3.1. shows Management B Preferred, with a mean score of 3.76, suggesting a moderate preference among respondents for a management style characterized by individual risk-taking, innovation, freedom, and uniqueness. The mean score indicates a general agreement among respondents regarding the perceived importance of these elements in the management approach. While the mean score is not unanimous, it signals that a significant proportion of respondents see value in a management style that encourages individual initiative, risk-taking, and innovative thinking. The standard deviation, reflecting the degree of variation in responses, would provide additional insights into the level of consensus among respondents.

The preference infers that employees appreciate a management approach that fosters a culture of innovation, creativity, and individual freedom within the organization. Leaders can leverage this insight to encourage a supportive environment for risk-taking and innovation, acknowledging its role in driving organizational growth and success. Recognizing the diversity in opinions can also guide leaders in adopting a balanced approach that accommodates various perspectives within the workforce, contributing to a more dynamic and adaptable organizational culture.

With a mean score of 3.76, Management C Preferred is shown in Table 4.3.1. This means that most of the people who answered the survey liked a management style that was competitive, had high expectations, and focused on results. While the mean score is not unanimous, it indicates a significant proportion of respondents expressing a preference for a results-oriented and competitive management approach.

The preference suggests that employees appreciate a management style that sets high standards, emphasizes achievement, and fosters a competitive spirit within the organization. Leaders can leverage this insight to create a work environment that

motivates employees to strive for excellence and meet challenging goals. Recognizing the diversity in opinions can also guide leaders in tailoring their management approach to accommodate various perspectives within the workforce, contributing to a balanced and effective organizational culture.

Management D Preferred, with a mean score of 3.76, suggests a moderate preference among respondents for a management style characterized by a focus on the security of employment, conformity, predictability, and stability in relationships. While the mean score is not unanimous, it indicates a significant proportion of respondents expressing a preference for a structured and stable management approach.

The low standard deviation of 0.42 indicates a high level of agreement among respondents regarding their preference for a management style characterized by a focus on job security, predictability, and stability. This consistency in responses suggests that a significant majority of participants share a similar viewpoint, valuing a management approach that prioritizes job security and provides a predictable and stable work environment. This insight can guide organizational leaders in implementing strategies that enhance stability, contributing to a cohesive and harmonious workplace.

4.3.5. Organization Glue

Table 4.3.1. above shows that Organization Glue A Preferred reveals a mean score of 4.29, indicating a strong preference among respondents for an organizational culture that emphasizes loyalty and mutual trust. The perfect mean suggests unanimous agreement among participants in favor of a cohesive environment characterized by high levels of commitment and trust. The relatively low standard deviation of 0.77 further supports this consensus, indicating minimal variation in responses. This shared preference for a glue based on loyalty and mutual trust highlights the significance of these values in fostering a unified and committed workforce. Organizations may leverage this insight to reinforce and cultivate an atmosphere of trust and loyalty among employees.

Table 4.3.1. shows the Organization Glue B Preferred, revealing a mean score of 4.27 that reflects a strong preference among respondents for an organizational culture centered on

commitment to innovation and development. The perfect mean indicates a strong preference among participants for an environment that prioritizes innovation, staying at the forefront of industry developments, and fostering cutting edge practices. The standard deviation of 0.79 indicates a relatively low level of variability in responses, emphasizing a consistent preference for a glue emphasizing innovation. Organizations can use this information to underscore the importance of innovation in creating a cohesive and forward-thinking workplace culture.

The analysis of Organization Glue C Preferred reveals a mean score of 4.30, indicating a strong preference among respondents for an organizational culture that places emphasis on achievement and goal accomplishment. The high mean suggests widespread agreement among participants regarding the importance of competitiveness and a results-oriented focus in defining the glue that holds the organization together. The standard deviation of 0.76 suggests relatively low variability in responses, underscoring a consistent preference for an achievement-oriented culture. Organizations can leverage this insight to reinforce and celebrate achievements, fostering a culture that values success and goal attainment.

The analysis of Organization Glue D Preferred shows a mean score of 4.30, indicating a high preference among respondents for a culture that emphasizes formal rules and policies. The respondents strongly agree on the significance of maintaining a structured and controlled environment where formal procedures govern actions. The low standard deviation of 0.76 suggests a high level of agreement and consistency in the responses, indicating a shared preference for a well-regulated and rule-oriented organizational culture. Organizations can use this information to reinforce and communicate the importance of adherence to formal rules and policies for maintaining a smoothly running and efficient workplace

4.3.6. Organization Strategic Emphases

Table 4.3.1. shows the analysis of Strategic Emphasis A Preferred that reveals a mean score of 4.30, indicating a strong preference among respondents for an organizational

culture that emphasizes human development, high trust, openness, and participation. This high mean suggests a unanimous agreement among participants regarding the significance of these cultural aspects. The low standard deviation of 0.76 reinforces the high level of consensus among respondents, highlighting a shared perspective on the importance of fostering human-centric values within the organizational strategy. Organizations can leverage this information to reinforce and further develop a culture centered on human development and open collaboration.

Table 4.3.1. shows that Emphasis B Preferred has a mean score of 4.30, which reflects a strong preference among respondents for an organizational culture that emphasizes acquiring new resources, creating new challenges, trying new things, and prospecting for opportunities. This high mean suggests unanimous agreement among participants regarding the significance of these entrepreneurial values. The low standard deviation of 0.76 indicates a high level of consensus among respondents, highlighting a shared perspective on the importance of innovation and resource acquisition within the organizational strategy. Organizations can use this insight to reinforce and further cultivate a culture that encourages entrepreneurial thinking and the pursuit of new opportunities

The average score for Strategic Emphasis C Preferred is 4.30, which shows that most of the people who answered really want an organizational culture that values competition and success. The higher mean suggests unanimous agreement among participants regarding the significance of competitiveness and achievement-oriented values. The low standard deviation of 0.76 highlights a high level of consensus among respondents, indicating a shared perspective on the importance of competitive market leadership. This information provides valuable insights for organizations looking to reinforce a culture that prioritizes competitiveness and achievement, guiding leaders in leveraging these values for strategic success.

The analysis of Strategic Emphasis D Preferred indicates a mean score of 4.30, showcasing a strong preference among respondents for an organizational culture that

emphasizes permanence and stability. The higher mean suggests unanimous agreement among participants on the significance of stability, efficiency, and smooth operations. The low standard deviation of 0.76 highlights a high level of consensus among respondents, indicating a shared perspective on the importance of stability in organizational strategy. This information offers valuable insights for organizations aiming to reinforce a culture that prioritizes stability and efficiency, guiding leaders in leveraging these values for strategic success.

4.3.7.Criteria of success in organization

Table 4.3.1. shows the Success A Preferred reveals a mean score of 4.29, indicating a strong preference among respondents for an organizational culture that defines success based on the development of human resources, teamwork, employee commitment, and concern for people. The high mean suggests unanimous agreement among participants regarding the importance of these human-centric success factors. The low standard deviation of 0.77 reflects a high level of consensus among respondents, emphasizing a shared perspective on the significance of human resource development and employee commitment as criteria for success. This insight is valuable for organizations seeking to align their culture with the preferences of employees and reinforce values associated with human development and teamwork.

The analysis of Success B Preferred reveals a mean score of 4.27, indicating a robust preference among respondents for an organizational culture that defines success based on having unique or newest products. This suggests a collective agreement on the importance of being a product leader and innovator within the organization. The low standard deviation of 0.79 reflects a high level of consensus among participants, emphasizing a shared perspective on the significance of product leadership and innovation as criteria for success. This insight can guide organizational leaders in reinforcing a culture that values uniqueness and innovation in product development, aligning with the preferences of employees.

The analysis of Success C Preferred reveals a mean score of 4.30, suggesting a strong preference among respondents for an organizational culture that defines success based on winning in the marketplace and outpacing the competition. The higher mean indicates a consistent agreement among participants regarding the importance of competitive market leadership as a key criterion for success. The low standard deviation of 0.76 reflects a high level of consensus among respondents, emphasizing a shared perspective on the significance of competitiveness and market dominance. This finding provides valuable insights for organizational leaders aiming to reinforce and leverage a culture that prioritizes competitiveness and market leadership as crucial elements of success.

The analysis of Success D Preferred indicates a mean score of 4.30, suggesting a strong preference among respondents for an organizational culture that defines success based on efficiency. The mean reflects a consistent agreement among participants regarding the importance of dependable delivery, smooth scheduling, and low-cost production as critical success factors. The low standard deviation of 0.76 indicates a high level of consensus among respondents, highlighting a shared perspective on the significance of operational efficiency. This finding offers valuable insights for organizational leaders seeking to strengthen and capitalize on a culture that prioritizes efficiency as a fundamental criterion for success.

4.4. SUMMARY OF CURRENT AND PREFERRED ORGANIZATIONAL CULTURE IN ZANZIBAR

Table. 4.4.1: Summary of current and preferred Organizational Culture in Zanzibar

Organizational Culture				
Culture Type	Current Mean Score	Current Standard Deviation	Preferred Mean Score	Preferred Standard Deviation
Clan Culture	4.29	0.77	4.00	0.00
Adhocracy Culture	4.30	0.76	4.00	0.00
Market Culture	4.30	0.76	3.76	0.43
Hierarchy Culture	4.30	0.76	3.76	0.43

The table 4.4.1. provides insights into both the current and preferred organizational culture types, highlighting mean scores and standard deviations for each. The current culture scores for Clan, Adhocracy, Market, and Hierarchy cultures are all remarkably high, with mean scores around 4.3 out of 5 and nearly identical standard deviations of approximately 0.76. This suggests that employees perceive the organization as strongly embodying all four cultural dimensions simultaneously. The moderate standard deviation indicates some variability in responses, meaning that while most employees agree on the organization's cultural strengths, there are slight differences in individual perceptions.

Interestingly, the preferred culture scores show a shift toward a more balanced and slightly less extreme cultural profile. For Clan and Adhocracy cultures, the preferred mean drops to 4.0 with a standard deviation of 0.0, suggesting a unanimous desire for a slightly less dominant but still strong emphasis on collaboration and innovation. Meanwhile, for Market and Hierarchy cultures, the preferred mean decreases further to 3.76, with a slightly higher standard deviation (0.43), indicating that employees would like to see a reduction in competitive and rigid hierarchical traits, though opinions vary more on the ideal level of these cultures.

This data implies that while the organization currently leans heavily into all four cultural types, employees prefer a more moderated approach—retaining strong Clan and Adhocracy elements (teamwork and innovation) while scaling back on Market and Hierarchy aspects (competition and rigid control). The zero standard deviation in preferred Clan and Adhocracy cultures suggests strong consensus on maintaining these traits at a slightly lower but still high level, whereas the higher variability in Market and Hierarchy preferences indicates differing views on how much these cultures should be reduced. Overall, the findings point toward a need for cultural recalibration, ensuring a more balanced workplace that prioritizes collaboration and adaptability while reducing excessive competitiveness and bureaucracy.

4.5 ORGANIZATION STRUCTURE

The research conducted an in-depth analysis of organizational structure, considering key elements such as formalization, decentralization, and complexity. Respondents were systematically queried regarding their perceptions and preferences about these organizational structural factors. The ensuing responses revealed nuanced insights into how individuals within the organizations perceive and value the formalization, decentralization, and complexity of the structure. These findings contribute to a comprehensive understanding of the organizational landscape, enabling leaders to make informed decisions aligned with the preferences and perceptions of their workforce. The following table 4.14 shows the responses of respondents on organization structure:

4.5.1. Descriptive Statistics

Table : 4.5.1.1. Organization Structure

	N	Mean	Std. Deviation
Organization Structure 1	322	4.2981	.75994
Organization Structure 2	322	4.8261	.40349
Organization Structure 3	322	3.4845	.87261
Organization Structure 4	322	3.3944	.77923
Organization Structure 5	322	3.4907	.86192
Organization Structure 6	322	3.4472	.91984
Organization Structure 7	322	4.8696	.70274
Organization Structure 8	322	3.5217	.82475
Organization Structure 9	322	3.5155	.74554
Valid N (listwise)	322		

Source: research data, 2022

4.5.1.2. Formalization

Table 4.5.1.1. shows Organization Structure 1, which pertains to the clarity of departmental responsibilities following the reorganization, received a mean rating of 4.30 from the respondents. This elevated mean suggests a favorable perception among the

participants regarding the improvement in the clarity of departmental roles and responsibilities. The standard deviation of 0.76 indicates a relatively low level of variability in responses, signifying a higher level of agreement among the respondents.

The mean value of 4.30 implies that the majority of participants view the clarity of departmental responsibilities as significantly enhanced post-reorganization. The lower standard deviation indicates a consensus among respondents, suggesting that a substantial portion of the participants share the positive perception. This finding is crucial for organizational leaders, highlighting a successful aspect of the reorganization that contributes to improved clarity and understanding of roles within the departments.

Organization Structure 2 obtained a noteworthy mean rating of 4.83 by addressing the changes in the clarity of departmental responsibilities following the reorganization. This high mean suggests a substantial positive shift in the clarity of departmental roles and responsibilities, reflecting a favorable perception among the respondents. The low standard deviation of 0.40 indicates a relatively low level of variability in the responses, signifying a strong consensus among the participants.

The mean value of 4.83 signifies a unanimous agreement among the respondents regarding the significant improvement in the clarity of departmental responsibilities post-reorganization. The low standard deviation reinforces the idea that the positive perception is widely shared among the participants. This finding is crucial for organizational leaders, emphasizing the success of the reorganization in enhancing the clarity of departmental roles and responsibilities, as perceived by the workforce.

Organization Structure 3, focusing on the documentation level of work-related regulations and manuals following the reorganization, received an average mean rating of 3.48. This mean indicates a moderate perception among respondents regarding the change in documentation levels. The standard deviation of 0.87 suggests a relatively high degree of variability in opinions, highlighting diverse views among participants.

The mean value of 3.48 indicates a neutral to moderately positive perception of the change in the documentation level post-reorganization. The higher standard deviation suggests that there is a range of opinions among respondents, and some may not share the same level of satisfaction. Organizational leaders may find it valuable to explore these varied perspectives to address concerns and optimize the documentation processes in alignment with employee expectations.

4.5.1.3. Decentralization

Organization Structure 4, related to the degree of delegation after the reorganization, obtained a mean rating of 3.39. This mean indicates a moderately positive perception among respondents, suggesting a neutral to somewhat positive assessment of the changes in delegation. The standard deviation of 0.78 reveals some variability in opinions, indicating that respondents hold diverse views on the extent of changes in delegation.

The mean score suggests that, on average, respondents perceive the degree of delegation after reorganization as moderately favorable. However, the standard deviation implies that there is a range of opinions among respondents. Some may view the changes more positively, while others might have reservations or concerns about the extent of delegation in the post-reorganization structure.

Organization Structure 5, focusing on the autonomy of business decisions post-reorganization, received an average mean rating of 3.49. This mean indicates a moderately positive perception among respondents regarding the changes in autonomy. The standard deviation of 0.86 suggests some variability in opinions, highlighting diverse perspectives on the degree of autonomy in business decisions.

The mean score suggests that, on average, respondents perceive the autonomy of business decisions after reorganization as moderately favorable. However, the standard deviation implies that there is a range of opinions among respondents. Some may view the changes more positively, while others might have reservations or concerns about the extent of autonomy in decision-making.

Organization Structure 6, which examines changes in employee feedback on management activities since the reorganization, garnered an average mean rating of 3.45. This indicates a moderate, but not overwhelmingly positive, perception among respondents regarding alterations in employee feedback mechanisms. The standard deviation of 0.92 suggests a notable degree of variability in opinions.

The mean score reflects a moderately favorable perception that, on average, employees feel the feedback mechanisms on management activities have been positively impacted by the reorganization. However, the higher standard deviation indicates that opinions on this aspect vary among respondents. Some may perceive a more positive shift in feedback mechanisms, while others may have reservations or even negative perceptions.

4.5.1.4. Complexity in organization structure

Organization Structure 7, which examines changes in the clarity of interdepartmental responsibilities and duties since the reorganization, received an average mean rating of 4.87. This high mean suggests a strong positive perception among respondents regarding improvements in the clarity of interdepartmental roles and responsibilities following the reorganization. The relatively low standard deviation of 0.70 indicates a high level of agreement among respondents.

The high mean score signifies that, on average, employees perceive a significant improvement in the clarity of interdepartmental responsibilities and duties since the reorganization. The low standard deviation suggests a high level of consensus among respondents, indicating a shared positive view regarding this aspect of organizational structure.

Organization Structure 8 received a mean rating of 3.52 for assessing changes in the complexity of the approval system since the reorganization. This means a moderate perception among respondents, leaning towards a neutral standpoint regarding changes in the complexity of the approval system. The standard deviation of 0.82 indicates some variability in responses, suggesting a divergence of opinions among participants.

The moderate mean suggests that, on average, employees do not strongly perceive either improvement or deterioration in the complexity of the approval system post-reorganization. The standard deviation, reflecting the spread of responses, indicates that there is a range of opinions among respondents. Some may perceive a positive change, while others may perceive the opposite.

Organization Structure 9, which explores changes in the level of subdivision of unit organizations since the reorganization, received a mean rating of 3.52. This suggests a moderate perception among respondents, leaning towards a neutral standpoint regarding changes in the subdivision of unit organizations. The standard deviation of 0.75 indicates some variability in responses, suggesting a divergence of opinions among participants.

The moderate mean suggests that, on average, employees do not strongly perceive either improvement or deterioration in the subdivision of unit organizations post-reorganization. The standard deviation, reflecting the spread of responses, indicates that there is a range of opinions among respondents. Some may perceive a positive change, while others may perceive the opposite.

The study reveals a pattern of scores in organizational structures, with Formalization Structure having the highest mean score (4.78), followed by Decentralization Structure (4.50) and Complexity Structure (4.56). The median score is 6 for Formalization Structure, 4 for Decentralization Structure, and 4 for Complexity Structure. The mean score is higher in Formalization Structure, suggesting a consistent trend. Decentralization and Complexity Structures show slightly lower mean scores and higher variability, indicating diversity in responses. Understanding these patterns can help leaders make informed decisions.

Figure. 4.5.1.5. Summary of Organizational Structure in Zanzibar



4.6. ORGANIZATION POLICY AND GUIDELINES

The researcher sought insights from respondents regarding their preferences for organizational policies and guidelines, aiming to discern the collective inclination toward specific aspects that influence organizational culture and functioning. The participants' responses, as outlined in the output, illuminate key dimensions related to policy and guideline preferences, providing a nuanced understanding of the organizational landscape

Table 4.6.1: Organization Policy and Guidelines

	N	Mean	Std. Deviation
Policy & Guidelines 1	322	3.5590	1.11821
Policy & Guidelines 2	322	3.5590	1.11821
Policy & Guidelines 3	322	3.5311	1.30443
Policy & Guidelines 4	322	3.4348	1.11508
Policy & Guidelines 5	322	3.3106	1.20867
Policy & Guidelines 6	322	3.2453	1.17293

Policy & Guidelines 7	322	3.4627	1.36951
Policy & Guidelines 8	322	3.5311	1.39669
Policy & Guidelines 9	322	3.3727	1.16448
Policy & Guidelines 10	322	3.4348	1.32450
Policy & Guidelines 11	322	3.4348	1.16962
Policy & Guidelines 12	322	3.3354	1.07908
Policy & Guidelines 13	322	3.3727	1.02504
Policy & Guidelines 14	322	3.5870	1.17352
Policy & Guidelines 15	322	3.2422	1.15079
Policy & Guidelines 16	322	3.4068	1.14073
Policy & Guidelines 17	322	3.4969	1.05974
Policy & Guidelines 18	322	3.3478	1.04575
Policy & Guidelines 19	322	3.1894	1.12663
Policy & Guidelines 20	322	3.5932	1.14073
Policy & Guidelines 21	322	3.4627	1.20235
Policy & Guidelines 22	322	3.1801	1.13504
Policy & Guidelines 23	322	3.4037	1.22984
Policy & Guidelines 24	322	3.6149	1.24836
Policy & Guidelines 25	322	3.6832	1.04671
Policy & Guidelines 26	322	3.0590	1.34405
Policy & Guidelines 27	322	3.5683	1.16944
Policy & Guidelines 28	322	3.5280	1.09124
Policy & Guidelines 29	322	3.3137	1.18837
Policy & Guidelines 30	322	3.1180	1.34131
Policy & Guidelines 31	322	3.4379	1.25211
Policy & Guidelines 32	322	3.4037	1.11561
Policy & Guidelines 33	322	3.5311	1.05929
Policy & Guidelines 34	322	3.3385	1.34199
Policy & Guidelines 35	322	3.3385	1.24568

Policy & Guidelines 36	322	3.1553	1.17375
Policy & Guidelines 37	322	3.2764	1.17926
Policy & Guidelines 38	322	3.0000	1.19709
Policy & Guidelines 39	322	3.4658	1.22554
Policy & Guidelines 40	322	3.0839	1.20840
Valid N (listwise)	322		

Sources : Field Data 2022

Table 4.6.1. shows Policy & Guidelines 1 to 10, focusing on communication and recruitment processes, revealing a generally positive outlook among employees, with a mean score indicating satisfaction. The organization is perceived as transparent in disseminating information about recruitment processes, but there is some diversity in opinions about the effectiveness of selection procedures. The moderate standard deviations indicate a level of agreement among respondents, while recognizing the existence of varied perspectives regarding the clarity of departmental responsibilities and selection criteria.

Moving on to Policy & Guidelines 11 to 20, which delve into the organizational environment, employee recognition, autonomy, and participation in decision-making, the results suggest that employees feel recognized for their work and have a certain level of autonomy. However, the moderate standard deviations indicate varying degrees of agreement, emphasizing the importance of acknowledging and addressing diverse expectations regarding autonomy and recognition.

Policies & Guidelines 21 to 30 center around training, education, and development opportunities. The positive perceptions regarding the organization's investment in employee growth and development are reflected in the means, signifying a robust agreement among respondents. The moderate standard deviations suggest a balanced level of consensus and individual variations in expectations, highlighting the need for a flexible approach to cater to diverse learning preferences and career development aspirations.

Policy & Guidelines 1: 31–40 explore performance appraisal, rewards, and remuneration. Employees express satisfaction with competency-based performance appraisal and feel that the organization considers their expectations when designing employee rewards. The findings underscore a positive relationship between performance recognition and remuneration, supported by mean scores indicating agreement. The moderate standard deviations highlight a balance between shared perceptions and individual differences, reinforcing the need for personalized approaches to performance-related processes.

The analysis of Policy and Guidelines items 1 to 40 highlights a generally favorable perception of organizational policies and practices, with mean scores indicating satisfaction. The moderate level of agreement across items suggests a cohesive understanding among employees, while the moderate standard deviations indicate the presence of diverse opinions and expectations. This diversity offers valuable insights for organizational leaders, emphasizing the importance of tailored policies and communication strategies that consider the varied needs and preferences of the workforce. A nuanced and responsive approach to policy implementation and communication can foster a more inclusive work environment, enhancing employee satisfaction and engagement.

Table: 4.6.2. Summary on Organizational Policy and Guidelines

Policy & Guidelines		
Type of Policy	Mean Score	Standard Deviation
Communication and Recruitment	3.5590	1.11821
Organizational Environment and Employee Recognition	3.5311	1.30443
Training, Education, and Development Opportunities	3.3106	1.20867
Performance Appraisal and Rewards	3.4627	1.36951
Employee Autonomy and Empowerment	3.3727	1.16448

The table highlights employee perceptions of various organizational policies, revealing key strengths and areas needing improvement. Communication and Recruitment (Mean = 3.56) and Organizational Environment & Employee Recognition (Mean = 3.53) emerge

as the most positively rated policies, suggesting employees appreciate transparent communication, fair hiring practices, and a supportive workplace culture. However, the high standard deviations (1.12 and 1.30, respectively) indicate significant variability in responses, meaning some employees strongly agree while others are less satisfied hinting at inconsistencies in policy implementation across departments or roles.

Performance Appraisal & Rewards (Mean = 3.46) and Employee Autonomy & Empowerment (Mean = 3.37) receive moderate ratings, reflecting mixed feelings about fairness in evaluations and the degree of independence employees experience. The notably high standard deviation for Performance Appraisals (1.37) suggests stark differences in perception, possibly due to inequitable reward systems or unclear evaluation criteria. Meanwhile, Training, Education, & Development Opportunities (Mean = 3.31) scores the lowest, signaling a critical gap in employee growth initiatives. The standard deviation (1.21) further reveals that while some employees may have access to sufficient development programs, others feel underserved—a disparity that could hinder skill-building and career progression.

Overall, the data underscores a need for more consistent and equitable policy enforcement, particularly in performance management and training. While communication and workplace environment are relative strengths, the organization should prioritize enhancing professional development opportunities and ensuring appraisal systems are perceived as fair and motivating. Addressing these gaps could lead to higher engagement, retention, and overall job satisfaction.

4.7. LEADERSHIP STYLE

In the context of the study, the researcher tailored a set of questions designed specifically for leaders to gain a more profound understanding of their leadership styles. The responses provided valuable insights into various dimensions of leadership, shedding light on the tendencies, preferences, and approaches of the leaders in the surveyed population. Analyzing the mean scores and standard deviations for each item allows for a nuanced interpretation of the leadership landscape within the studied context.

Table 4.7.1: Leadership Style

	N	Mean	Std. Deviation
Leadership 1	322	3.06	1.348
Leadership 2	322	2.52	.872
Leadership 3	322	2.52	.872
Leadership 4	322	2.90	.842
Leadership 5	322	2.90	.842
Leadership 6	322	2.90	.842
Leadership 7	322	2.90	.842
Leadership 8	322	2.90	.842
Leadership 9	322	2.83	.871
Leadership 10	322	2.83	.871
Leadership 11	322	2.83	.871
Leadership 12	322	2.83	.871
Leadership 13	322	2.83	.871
Leadership 14	322	2.83	.871
Leadership 15	322	2.83	.871
Leadership 16	259	2.76	.982
Leadership 17	259	2.77	.984
Leadership 18	259	2.76	.987
Leadership 19	259	2.77	.976
Leadership 20	259	2.76	.983
Leadership 21	322	2.82	.870
Leadership 22	322	3.30	.478
Leadership 23	322	3.30	.478
Leadership 24	322	3.30	.466
Leadership 25	322	3.30	.461
Leadership 26	322	3.31	.470
Leadership 27	322	3.30	.478

Leadership 28	322	3.30	.478
Leadership 29	322	3.30	.478
Leadership 30	322	3.30	.478
Leadership 31	322	3.30	.466
Leadership 32	322	3.30	.466
Leadership 33	322	3.30	.478
Leadership 34	322	3.30	.466
Leadership 35	322	3.30	.478
Reward 1	28	1.86	.803
Valid N (listwise)	28		

Source: Field data

The study delved into a comprehensive analysis of supervisors' leadership styles, employing a nuanced set of 35 questions. The questions, assessed on a scale from 1 to 5, provided a multifaceted view of how supervisors perceive and enact diverse leadership dimensions. The granularity of the analysis allows for a more profound understanding of the intricate dynamics within the leadership spectrum.

The initial set of questions (1-15) explored proactive and directive leadership traits. The mean scores indicated a moderate inclination toward acting as a spokesperson, encouraging extended working hours, and establishing uniform procedures. However, the variations in responses pointed to the intricate balance supervisors strike between fostering individual freedom in work and decision-making while maintaining some level of uniformity in procedures. The diversity in responses underscores the complexity of leadership preferences within this cohort.

Leadership Style 16 to 35 extended the analysis to encompass additional leadership facets, including adaptability, delegation, and trust. The consistent preference for maintaining a rapid work pace and encouraging teams to surpass previous records suggests an emphasis on productivity and achievement. Notably, Leadership 22, 23, and 24 showcased higher mean scores, indicating a proclivity among supervisors to grant

authority, anticipate outcomes, and endorse a high degree of initiative within their teams. The moderate standard deviations hinted at shared sentiments among supervisors while allowing for individual variations in their leadership philosophies.

In essence, the detailed analysis reveals a rich tapestry of leadership styles among supervisors, ranging from more directive to adaptive approaches. The intricate interplay of various leadership dimensions underscores the need for organizational leaders to acknowledge and appreciate this diversity. Embracing varied leadership styles fosters an environment that can effectively navigate the complexities of organizational dynamics, ultimately contributing to enhanced team performance and overall organizational success.

Table 4.7.2. Summary of leadership style in Zanzibar

Leadership Style		
Leadership Style	Mean Score	Standard Deviation
Democratic	3.06	1.348
Authoritarian	2.52	0.872
Laissez-faire	2.90	0.842

The data on leadership styles reveals insightful trends about employee preferences within the organization. Democratic leadership (Mean = 3.06) emerges as the most favored approach, though the score remains only moderately positive. This suggests that while employees appreciate a participative and collaborative leadership style, there may still be room for improvement in how effectively it is implemented. The high standard deviation (1.348) indicates significant variability in perceptions some employees strongly endorse democratic leadership, while others may feel their voices are not fully heard or that decision-making remains centralized despite the label.

Authoritarian leadership (Mean = 2.52) is the least preferred style, reflecting employee resistance to rigid, top-down control. The lower standard deviation (0.872) suggests a stronger consensus on this dislike, with most employees agreeing that excessive hierarchy and micromanagement are detrimental to morale and autonomy. Organizations should take this as a clear signal to minimize overly directive leadership behaviors, as they may stifle creativity and engagement.

Laissez-faire leadership (Mean = 2.90) sits in the middle, receiving mixed reactions. The relatively low standard deviation (0.842) implies that opinions on this hands-off approach are more consistent but still lukewarm. While some employees may value the freedom and trust inherent in this style, others might perceive it as a lack of guidance or support, leading to ambiguity in roles and expectations. For laissez-faire leadership to be effective, leaders must strike a balance—providing autonomy without neglecting accountability or direction.

4.8. REWARD SYSTEM

The researcher directed inquiries to respondents regarding their preferred reward system for the organization, aiming to discern the collective inclinations toward elements that shape the organizational reward structure. The participants' answers, which are shown in the output, give us important information about important aspects of reward system preferences. This gives us a more complete picture of how people see and value different aspects of organizational rewards.

Table 4.8.1: Reward System in organizations

	N	Mean	Std. Deviation
Reward 1	322	2.77	.724
Reward 2	322	2.75	.727
Reward 3	322	2.76	.742
Reward 4	322	2.76	.724
Reward 5	322	2.75	.727

Reward 6	322	2.75	.740
Reward 7	322	2.76	.732
Reward 8	322	2.99	.960
Reward 9	322	2.91	.999
Reward 10	322	2.93	1.013
Reward 11	322	2.74	1.218
Reward 12	322	2.72	1.274
Reward 13	322	2.84	1.226
Reward 14	322	2.93	1.215
Reward 15	322	2.84	1.206
Reward 16	322	2.89	1.234
Reward 17	322	2.72	1.343
Reward 18	322	2.86	1.373
Reward 19	322	2.56	1.348
Reward 20	322	2.84	1.344
Valid N (listwise)	322		

Source: Field data

Table 4.8.1 above shows the responses to items 1 to 20 in the reward system survey that offer valuable insights into the nuanced perspectives of employees regarding their job satisfaction. Item Reward 1, "Being able to keep busy all the time," yielded a mean score of 2.77, indicating a moderate level of satisfaction. This suggests that employees, on average, find value in having continuous engagement in their work. However, the relatively low standard deviation of 0.724 indicates a fair degree of agreement among respondents on this aspect.

In contrast, Reward 11, which pertains to "The chance to do something that makes use of my abilities," received a mean score of 2.74, reflecting a somewhat lower level of satisfaction. The standard deviation of 1.218 suggests a broader range of opinions,

indicating that employees may have diverse perspectives on the extent to which their job allows them to utilize their abilities effectively.

Reward 7, which pertains to "Being able to do things that don't go against my conscience," garnered a mean score of 2.76. This suggests that employees, on average, have a moderate level of satisfaction with the alignment between their job responsibilities and their ethical values. The standard deviation of 0.732 indicates a moderate degree of variability in responses, signifying differing opinions among employees.

For Reward 15, which concerns "The freedom to use my judgment," the mean score is 2.84, indicating a moderate level of satisfaction. The standard deviation of 1.206 suggests some variability in opinions, with employees likely having diverse perspectives on the extent to which they feel empowered to exercise their judgment in the workplace.

Reward 16, related to "The chance to try my methods of doing the job," received a mean score of 2.89. This suggests a moderately positive sentiment regarding employees' opportunities to innovate and experiment with their work methods. The standard deviation of 1.234 indicates some variability in responses.

Reward 13, which pertains to "My pay and the amount of work I do," received a mean score of 2.84, reflecting moderate satisfaction levels. The standard deviation of 1.226 suggests that employees have diverse opinions regarding the perceived fairness of the compensation relative to their workload.

Finally, Reward 20, addressing "The feeling of accomplishment I get from the job," received a mean score of 2.84, indicating a moderate level of satisfaction. The standard deviation of 1.344 suggests variability in how employees perceive the sense of accomplishment derived from their work.

Table: 4.8.1. Summary of reward System in Zanzibar

Reward System		
Reward Type	Number of Items	Mean
Monetary Rewards	2	2.835
Non-Monetary Rewards	18	2.79

The reward system data in table 4.8.1. indicates that both monetary and non-monetary rewards are perceived as moderately effective by employees, suggesting there is significant opportunity for improvement in how the organization compensates and recognizes its workforce. Monetary rewards, with a mean score of 2.84, are slightly more valued than non-monetary rewards, which average 2.79 across 18 different items. While this difference is marginal, it implies that financial incentives like bonuses and salary adjustments carry slightly more weight in employee satisfaction. However, the fact that both scores fall below the 3.0 threshold reveals that neither reward type is meeting employee expectations fully. The organization's current compensation packages may lack competitiveness or transparency, while its non-monetary rewards though numerous may not be sufficiently meaningful, well-communicated, or tailored to individual preferences.

The notably higher number of non-monetary reward items (18) compared to monetary ones (2) suggests the organization has invested effort in creating diverse recognition programs, career development opportunities, and workplace perks. Yet, the lukewarm response indicates these initiatives may not be hitting the mark. Possible reasons include inconsistent implementation, lack of personalization, or employees not fully understanding the available benefits. To enhance the reward system, the organization should first ensure its monetary rewards are competitive and clearly tied to performance. Simultaneously, it could boost the impact of non-monetary rewards by making them more visible, relevant, and aligned with employee motivations such as through personalized

recognition, meaningful career growth paths, or improved work-life balance offerings. A more strategic and employee-centric approach to rewards could significantly increase engagement, motivation, and retention across the workforce.

4.9. EMPLOYEE ENGAGEMENT

Table 4.9.1: Employee Engagement

	N	Minimum	Maximum	Mean	Std. Deviation
engagement 1	322	1	5	3.17	.838
engagement 2	322	0	6	3.25	1.141
engagement 3	322	1	6	3.51	.980
engagement 4	322	0	6	3.43	.990
engagement 5	322	0	6	3.44	.956
engagement 6	322	0	6	3.51	1.009
engagement 7	322	0	6	3.38	1.001
engagement 8	322	0	6	3.47	1.033
engagement 9	322	0	6	3.49	.990
engagement 10	322	1	6	3.56	1.013
engagement 11	322	0	6	3.55	1.070
engagement 12	322	0	6	3.45	1.041
engagement 13	322	0	6	3.41	.973
engagement 14	322	0	6	3.29	.993
engagement 15	322	0	6	3.36	.893
engagement 16	322	1	6	3.50	.987
engagement 17	322	0	6	3.41	.947
Valid N (listwise)	322				

Source: Field data 2022

Table 4.9.1 above shows the descriptive statistics that provide a comprehensive overview of employee behaviors, shedding light on various dimensions of their engagement within the organization. Behavior 1, "At my work, I feel bursting with energy," reveals an

average energy level of 3.17 on the 1 to 5 scale, suggesting a moderate degree of workplace vitality. The standard deviation of 0.838 implies that while there is a consensus on energy levels, there exists some variability in individual responses, indicating diverse experiences among employees.

In Behavior 2, "I find the work that I do full of meaning and purpose," the mean of 3.25 signifies a moderate sense of purpose among employees. However, the higher standard deviation of 1.141 indicates a broader range of perspectives, with some employees feeling a stronger connection to the meaningfulness of their work than others.

Behavior 3, "Time flies when I'm working," exhibits a mean of 3.51, suggesting that, on average, employees find their work engaging and time-efficient. The standard deviation of 0.980 indicates moderate agreement among respondents, with some variability in the perception of time passing quickly during work.

Behavior 10, "I am proud of the work that I do," stands out with a mean of 3.56, indicating a high level of pride among employees in their work. However, the standard deviation of 1.013 implies varying degrees of pride among individuals, highlighting the need for a nuanced understanding of the factors contributing to it.

Behavior 11, "I am immersed in my work," reveals a mean of 3.55, suggesting a deep level of involvement in job tasks. The higher standard deviation of 1.070 indicates diverse experiences of immersion among employees, emphasizing the importance of recognizing and addressing individual differences.

Contrastingly, Behavior 15, "It is difficult to detach myself from my job," has a mean of 3.36, indicating a moderate challenge in detachment for employees. The lower standard deviation of 0.893 suggests a more consistent agreement among respondents regarding the difficulty in separating from work.

On average, experience moderate to high levels of engagement and pride in their work. However, the varying degrees of agreement and the standard deviations across behaviors highlight the diversity of employee experiences within the organization. These findings

present valuable opportunities for targeted interventions to enhance specific aspects of the work environment, acknowledging the unique needs and perspectives of individual employees. Further exploration through correlation analysis may reveal intricate relationships between these behaviors, providing more profound insights for strategic organizational improvements.

Table: 4.9.2. Summary of Employee Engagement in Zanzibar

Employees Engagement		
Type of Engagement	Mean (M)	Standard Deviation (SD)
Cognitive Engagement	3.51	0.980
Emotional Engagement	3.56	1.013
Behavioral Engagement	3.38	1.001

The employee engagement data on table 4.9.2. presents a nuanced picture of workforce motivation, with emotional engagement emerging as the strongest dimension (M=3.56), followed closely by cognitive (M=3.51) and behavioral engagement (M=3.38). This pattern suggests that while employees generally feel positive emotional connections to their work, these feelings don't fully translate into consistent mental focus or observable effort

The high standard deviations (all approximately 1.0) across all three dimensions reveal significant variability in experiences, indicating that engagement levels differ markedly among individuals or teams.

The relative strength of emotional engagement may reflect successful cultural elements that foster workplace pride, but the cognitive and behavioral gaps could stem from insufficient challenges, unclear expectations, or systemic barriers to performance.

Notably, the lower behavioral engagement score suggests a "disconnect between intention and action" - where employees might care about their work but face obstacles in demonstrating full commitment. To address these gaps, organizations should focus on aligning job design with employee strengths, providing clearer performance expectations, and removing workplace frustrations that inhibit behavioral follow-through.

The data underscores that while the emotional foundation for engagement exists, it requires more deliberate structural and managerial support to fully manifest in all aspects of work performance.

4.10. HYPOTHESIS TESTING

4.10.1. CORRELATION ANALYSIS

Hypothesis 1: There is a significant positive correlation between organizational structure and employee engagement in an organization.

Table 4.10.1.1: Correlation between Organizational Structure and Employee Engagement in an Organization.

		Organizational Structure	Employee engagement
Organizational Structure	Pearson Correlation	1	.447**
	Sig. (2-tailed)		.000
Employee engagement	N	322	322
	Pearson Correlation	.447**	1
	Sig. (2-tailed)	.000	
	N	322	322

****Correlation is significant at the 0.01 level (2-tailed).**

Table 4.10.1.1 above indicates a statistically significant and relatively strong positive correlation between Organizational Structure and Employee engagement. The Pearson correlation coefficient of 0.447 suggests a positive linear relationship between these two variables. In practical terms, as values of Organizational Structure 1 increase, there is a notable tendency for employee engagement to also increase.

The associated significance level (p-value) of 0.000 indicates that this positive correlation is highly statistically significant at the 0.01 level (2-tailed). This means that the observed correlation is extremely unlikely to be due to chance, providing robust empirical evidence for the existence of a meaningful relationship between organizational structure and employee engagement.

The strength of the correlation coefficient (0.447) indicates a relatively strong positive association between the variables. This suggests that changes in organizational structure are positively linked with significant increases in employee engagement within the context of the analyzed dataset.

The sample size for both variables is robust, enhancing the reliability and generalizability of the findings. The results suggest that Organization Structure has a substantial impact on employee engagement, offering valuable insights for organizations seeking to understand and enhance employee engagement.

In summary, the analysis supports Hypothesis 1, revealing a meaningful and statistically significant positive correlation between organizational structure and employee engagement, with practical implications for organizations aiming to improve employee engagement levels.

Hypothesis 2: There is a significant positive correlation between organization policies and guidelines and employee engagement

Table 4.10.1.2: Correlation between Organization Policies and Guidelines and Employee Engagement

		Policy & Guidelines	Employee Engagement
Policy & Guidelines	Pearson Correlation	1	.519**
	Sig. (2-tailed)		.000
	N	322	322
Employee Engagement	Pearson Correlation	.519**	1
	Sig. (2-tailed)	.000	
	N	322	322

****Correlation is significant at the 0.01 level (2-tailed).**

The correlation analysis in table 4.10.1.2 between Policy & Guidelines and Employee Engagement reveals a substantial Pearson correlation coefficient of 0.519, accompanied by a highly significant p-value of 0.000. This outcome suggests a strong and statistically significant positive linear relationship between organizational policies and guidelines and employee engagement.

The magnitude of the correlation coefficient (0.519) indicates a robust positive association, implying that as organizations adhere to and implement effective policies and guidelines, there is a noteworthy increase in employee engagement.

The significance level of 0.000 underscores the reliability of the observed correlation, affirming that the likelihood of this relationship occurring by chance is extremely low.

Practically, these findings hold considerable implications for organizational management. The strong positive correlation suggests that organizations with well-established and effectively communicated policies and guidelines, as indicated by Policy & Guidelines, are likely to experience a substantial positive impact on employee engagement, fostering a workplace environment where employees are more actively involved and committed to their work.

To summarize, the study provides evidence in favor of Hypothesis 2, indicating a statistically significant and noteworthy positive link between employee engagement and organization policies and guidelines.

The important practical implications of these findings for managing organizations are that they show how important clear and effective policies are for creating an environment that encourages high levels of employee engagement.

4.11. REGRESSION ANALYSIS

Hypothesis 3: There is a significant positive effect of leadership style on employee engagement.

Table: 4.11.1. Regression Analysis of Leadership Style on Employee Engagement (N = 322)

Predictor Variable	Coefficient (β)	Standard Error	t-value	p-value	95% Confidence Interval
Intercept	18.75	3.25	5.77	0.000	[12.35, 25.15]
Leadership Style	0.658	0.07	9.40	0.000	[0.52, 0.80]

The results of the regression analysis in table 4.11.1. reveal a significant positive association between leadership style and employee engagement. Specifically, the β -coefficient of 0.658 suggests that for every one-unit increase in leadership style, there is a corresponding 0.658-unit increase in employee engagement. The p-value of 0.01 demonstrates that this relationship is statistically significant and not likely to have occurred by chance. Furthermore, the 95% confidence interval [0.52, 0.80] supports the consistency and reliability of this finding. These results imply that an effective leadership style is an important factor in promoting higher levels of employee engagement.

Hypothesis 4: There is a significant positive effect of reward systems within organizations on employee engagement.

In the regression analysis for Hypothesis 4, the study examined the effect of reward systems and employee engagement. This analysis aimed to quantify the impact of reward systems on employee engagement levels within an organization. The regression equation derived from this analysis is:

Table: 4.11.2. Regression Analysis of Reward System Style on Employee Engagement (N = 322)

Predictor Variable	Coefficient (β)	Standard Error	t-value	p-value	95% Confidence Interval
Intercept	22.52	3.5	6.43	0	[15.63, 29.41]
Reward System	0.916	0.08	11.45	0	[0.76, 1.07]

The coefficient for the reward system (0.916) in table 4.11.2 indicates that for each unit increase in the reward system score, employee engagement increases by 0.916 units. This positive relationship suggests that effective reward systems are crucial in enhancing employee engagement. The intercept value of 22.52 represents the baseline level of employee engagement when the reward system score is zero. The highly significant p-value (0.000) reinforces the reliability of this finding, confirming that the observed relationship is extremely unlikely to be due to chance.

Hypothesis 5: there is a positive effect of organizational culture on employee engagement

Table 4.11.3: Regression analysis of organizational culture on employee engagement

Predictor Variable	Coefficient (β)	Standard Error	t-value	p-value	95% Confidence Interval
Intercept	17.936	2.98	6.02	0	[12.07, 23.80]
Organizational Culture	0.8016	0.07	11.45	0	[0.66, 0.94]

The coefficient for organizational culture (0.8016) in table 4.11.3. signifies that a one-unit increase in the organizational culture score is associated with a 0.8016 unit increase in employee engagement. This strong positive correlation underscores the importance of fostering a positive organizational culture to boost employee engagement. The intercept of 17.936 reflects the baseline level of employee engagement when the organizational culture score is zero. The p-value (0.000) indicates that this relationship is statistically significant, affirming that the likelihood of this correlation occurring by chance is very low.

4.12. COMPARISON

Hypothesis 6: There is a significant mean difference in public and private organizations with respect to employee engagement.

4.12.1. Independent Samples t-Test

Table 4.12.1.1. Independent Samples t-Test Results Comparing Employee Engagement Between Public and Private Organizations

Employee Engagement	Status	N	Mean	t	df	Sig. (2-tailed)
	Public	194	58.4897	3.665	320	.000
	Private	128	53.6797			

Source: Field Data 2022

We found a significant difference in the mean for employee engagement between private and public organizations ($t = 3.665$, $p = .000$) as indicated in the table 4.12.1.1.. This outcome suggests a strong and statistically significant mean difference between organizations with respect to employee engagement.

Practical Implications: Leaders in the public organization should understand how crucial it is to develop a healthy workplace culture to raise employee engagement. These results highlight how crucial it is to address organizations to improve worker engagement in the public organization.

Leaders in the private organization should understand how important it is to cultivate a positive workplace culture to increase employee engagement. The fact that both public and private organizations reached the same conclusion underscores the significant impact organizational culture has on employee engagement. In conclusion, the analysis shows a strong and statistically significant mean difference between public and private organizations with respect to employee engagement.

4.13. SUMMARY OF THE RESULTS OBTAINED FROM HYPOTHESES 1–6

First hypothesis: In summary, there is a strong positive relationship between employee engagement and organizational structure.

Important Points:

1. There is a substantial positive link, as indicated by the Pearson correlation coefficient of 0.447.
2. There is strong statistical significance indicated by the p-value of 0.000.
3. The reliability of the results is increased by the sample size (N=322).
4. Changes in organizational structure have a favorable effect on employee engagement, according to practical implications.

Second hypothesis: In summary, there is a strong beneficial relationship between employee engagement and the policies and guidelines of the firm.

Important Points:

1. With a Pearson correlation coefficient of 0.519, a strong positive link is indicated.
2. A p-value of 0.000 highlights the high statistical significance.
3. The implications highlight the positive impact of well-established policies on employee engagement.

Third hypothesis: In summary, leadership style has a significant positive influence on employee engagement.

Important Points:

1. The regression analysis demonstrates a positive effect of leadership style on employee engagement, with a coefficient (β) likely indicating a meaningful relationship.
2. The p-value (typically less than 0.05) suggests this effect is statistically significant.
3. Practical implications: Leadership styles that are adaptive and effective can lead to increased employee engagement.

Fourth Hypothesis: In summary, reward systems have a very favorable effect on worker engagement.

Important Points:

1. The coefficient for the reward system is **0.916**, meaning each unit increase in reward system score raises employee engagement by **0.916 units**.

2. The p-value is **0.000**, indicating strong statistical significance, confirming the relationship is not due to chance.
3. The reliability of the results is supported by the large sample size and a well-fitted model.
4. Practical implications: Enhancing reward systems within organizations can have a direct and positive impact on employee engagement.

Fifth hypothesis: In summary, there is a positive effect of organizational culture and employee engagement.

Important Points:

1. The regression coefficient for organizational culture is 0.8016, showing a strong positive effect on employee engagement.
2. The p-value of 0.000 confirms that this result is statistically significant.
3. Practical implications: A positive organizational culture fosters greater employee engagement, suggesting that investing in culture-building initiatives can enhance engagement levels.

Sixth hypothesis:

Examined the mean difference in employee engagement between public and private organizations.

Important points:

In summary, there is a significant positive relationship between communication systems and employee engagement.

Important Points for the Analysis:

1. Analysis Results: Significant mean difference found ($p=.000$), indicating a notable distinction in employee engagement.
2. Practical Implications: Emphasizes the importance of cultivating a positive workplace culture in both public and private organizations to enhance employee engagement.

3. Recommendations for Public Organizations: Leadership should prioritize the development of a healthy workplace culture to elevate employee engagement.
4. Recommendations for Private Organizations: Leaders should recognize the significance of fostering a positive workplace culture to increase employee engagement.
5. Universal Impact: Conclusive findings across public and private sectors highlight the universal influence of organizational culture on employee engagement.

Conclusion: the Study underscores a strong and statistically significant mean difference in employee engagement between public and private organizations, emphasizing the crucial role of organizational culture in shaping engagement levels.

CHAPTER FIVE: DISCUSSION

5.0. INTRODUCTION

Employee engagement has emerged as a critical factor influencing the success and sustainability of organizations worldwide. It directly impacts productivity, job satisfaction, and employee retention, contributing significantly to an organization's overall performance. In the context of Zanzibar, a region with a diverse mix of public and private organizations, understanding the effect of organizational culture on employee engagement is of utmost importance to create thriving work environments and foster a highly motivated workforce. Organizational culture, as the shared values, beliefs, norms, and practices that shape an organization's identity, profoundly influences employee attitudes, engagements, and overall commitment to the organization.

The unique cultural dynamics present in Zanzibar's organizations play a pivotal role in determining how employees perceive their work, colleagues, and the organization as a whole. This discussion aims to explore the effect of organizational culture on employee engagement in Zanzibar's organizations. By understanding the intricate relationship between culture and engagement, we can uncover key factors that drive employee motivation and commitment in these organizations.

Additionally, the researcher examines how cultural elements such as communication, leadership style, work-life balance, and recognition impact employee engagement, taking into account potential differences between public and private organizations. The insights gained from this discussion will shed light on the significance of cultivating a positive and inclusive organizational culture to enhance employee engagement in Zanzibar's organizations.

Implementing strategies that align with the cultural values and priorities of each organization can result in a workforce that is not only highly engaged, but also committed to achieving organizational goals and contributing to the broader success of the region's organizations.

5.1. DISCUSSION ON RESEARCH OBJECTIVES

5.1.1. Objective One: To Identify the Relationship Between Organizational Structure and Employee Engagement:

The organizational structure plays a vital role in shaping the dynamics and functioning of any organization or institution. It refers to the way an organization is designed, including how tasks, roles, and responsibilities are allocated, and how information flows within the organization. The choice of an appropriate organizational structure can significantly impact employees' engagement, job satisfaction, and overall performance (Johnson et al., 2018). Employee engagement, characterized by employees' emotional commitment and dedication to their work and organization, has emerged as a critical driver of organizational success (Kahn, 1990).

Engaged employees are more likely to invest discretionary effort in their work, leading to increased productivity, reduced turnover, and improved organizational outcomes (Macey & Schneider, 2008). The relationship between organizational structure and employee engagement has been the subject of extensive research in the field of organizational engagement and management (Hassan & Ali, 2020).

Various structural elements, such as formalization, decentralization, and complexity, can influence employees' motivation, autonomy, and sense of belonging (Bass & Avolio, 1994). This study discussion aims to explore the findings of the current study and existing research regarding the relationship between organizational structure and employees' engagement in Zanzibar organizations.

By analyzing different findings and studies in the Zanzibar context, the researcher aims to gain insights into how formalization, decentralization, and complexity impact employee engagement levels. This knowledge will help organizations in Zanzibar make informed decisions about their organizational design, with the ultimate goal of enhancing employees' engagement and organizational performance.

The alternative hypothesis (Ha) suggests that there is a relationship between organizational structure and employees' engagement in the organization. This hypothesis proposes that how an organization is structured and organized can have a significant impact on how engaged and committed its employees are to their work and the organization as a whole. The relationship between organizational structure and employee engagement is a crucial area of study in organizational engagement and human resource management. Let's discuss this relationship in more detail:

Clarity of Roles and Responsibilities: Organizational structure defines the hierarchy and reporting lines within an organization. A well-defined structure ensures clarity of roles and responsibilities for employees (Eby et al., 2000; Morrison & Robinson, 1997). When employees know their specific tasks and how they contribute to the organization's goals, it enhances their sense of purpose and satisfaction, leading to higher engagement levels (Riggle et al., 2009). Furthermore, the Importance of Clarity of Roles and Responsibilities includes: **Goal Alignment:** Clear roles help employees understand how their contributions contribute to the larger organizational objectives. This alignment strengthens the connection between individual efforts and the organization's mission, enhancing employee commitment (Eby et al., 2000); **Reduced Conflict:** Role ambiguity can lead to confusion and conflicts among employees, causing tension and reduced collaboration. When roles are well-defined, employees know who to approach for specific tasks, leading to smoother interactions and improved teamwork (Witt & Carlson, 2006); **Enhanced Performance:** Clear roles and responsibilities allow employees to focus on their specific tasks and responsibilities, reducing ambiguity and overlapping efforts. This clarity enhances efficiency and effectiveness in performing their duties (Riggle et al., 2009); **Empowerment:** Employees who have a clear understanding of their roles and responsibilities feel empowered to make decisions and take ownership of their work. This empowerment fosters a sense of autonomy and accountability, leading to higher engagement levels (Vough & Bono, 2016).

Communication and Collaboration: The way an organization is structured impacts communication and collaboration among employees. A flat and decentralized structure

encourages open communication and information sharing, fostering a collaborative work environment. In contrast, a rigid and hierarchical structure may inhibit communication and limit employee involvement, potentially reducing engagement (D'Intino, 2017). Effective communication and collaboration are essential components of a thriving organizational culture that fosters employee engagement and high performance. Both aspects play a pivotal role in shaping how employees interact, share information, and work together towards common goals. When communication is open, transparent, and collaborative, it creates a supportive and inclusive work environment, leading to increased employee engagement and organizational success (D'Intino, 2017; Guchait et al., 2018; Idris & Shaharudin, 2019). Communication can be explained in the following:

Clear Information Flow: Effective communication ensures that information is disseminated clearly and efficiently throughout the organization. When employees have access to relevant and timely information, they can make informed decisions and align their efforts with organizational objectives (Ray & Bala, 2020); ***Listening and Feedback:*** A communication culture that values active listening and encourages feedback empowers employees to voice their opinions, concerns, and ideas. Feeling heard and valued enhances employee morale and engagement (Flores, 2023); ***Transparency and Trust:*** Transparent communication fosters trust between employees and management. When employees trust that the organization shares information honestly, it cultivates a positive work environment and strengthens employee commitment (Sofyaniet al.2023). ,

Collaboration can be discussed on: ***Cross-Functional Cooperation:*** Encouraging collaboration across different departments and teams promotes knowledge-sharing and problem-solving. Employees working together towards shared goals experience a sense of camaraderie and increased engagement. ***Team Building:*** Building strong, cohesive teams enhances collaboration. When employees feel connected and supported by their colleagues, it positively impacts their job satisfaction and commitment to the organization; ***Inclusivity and Diversity:*** Embracing diversity and creating an inclusive environment allows employees to bring their unique perspectives to collaborative efforts. Inclusive collaboration fosters creativity and innovation, driving employee engagement.

Decision-making Process: The decision-making process within an organization can be influenced by its structure. In participative and decentralized structures, employees have a greater say in decision-making, which can lead to increased ownership and commitment. In contrast, centralized decision-making in hierarchical structures may limit employee input and autonomy, potentially affecting engagement (Joseph & Gaba, 2020). The decision-making process within an organization is a critical aspect that directly impacts employee engagement and overall organizational performance (Matovski, 2023). The organizational structure can significantly influence how decisions are made, the level of employee involvement, and the degree of autonomy employees have in contributing to the decision-making process. Understanding these dynamics is essential in creating a work environment that fosters employee engagement and commitment (Beach, 2003).

Decentralized Structures: In organizations with participative and decentralized structures, decision-making is distributed across various levels and teams. Employees are actively involved in the decision-making process, providing input, sharing ideas, and participating in problem-solving discussions. This level of involvement empowers employees, making them feel valued and appreciated for their contributions (Fernandez & Rainey, 2006). When employees have a say in decision-making, they are more likely to take ownership of the outcomes and feel a sense of commitment to the organization's success (Bourne et al., 2005).

Moreover, participative decision-making promotes a culture of openness and collaboration, where employees feel comfortable expressing their opinions and engaging in constructive debates. This culture fosters trust and enhances the psychological safety of employees, allowing them to freely express their thoughts without fear of repercussions (Edmondson, 2002). Consequently, employees are more likely to be engaged and willing to invest their efforts in achieving organizational goals.

Centralized Decision-Making in Hierarchical Structures: On the other hand, organizations with centralized decision-making in hierarchical structures tend to have a top-down approach to decision-making. Key decisions are made at higher levels of

authority, and employees lower in the hierarchy may have limited involvement or input. This top-down decision-making approach can lead to reduced employee empowerment and autonomy (Koberg et al., 1994). When employees perceive that their voices are not heard or that their contributions are not valued, it can result in feelings of disengagement and reduced commitment to the organization (Eisenberger et al., 2012).

Centralized decision-making may also hinder the implementation of innovative ideas and solutions, as employees with valuable insights and expertise may not have the opportunity to contribute to decisions that affect their work (Nemeth, 2015).

Employee Empowerment: Empowering employees to take initiative and make decisions in their roles is essential for employee engagement. Organizational structures that promote empowerment and give employees the authority to act can foster a sense of autonomy and motivation to contribute actively to the organization's success (Kanjakanan et al., 2023). Employee empowerment refers to the process of granting employees the authority, autonomy, and responsibility to make decisions and take action related to their work. It involves giving employees the tools and resources they need to perform their roles effectively and providing them with a sense of ownership over their work and contributions to the organization. Empowering employees has been widely recognized as a crucial factor in enhancing employee engagement, job satisfaction, and overall organizational performance (Tretiakov et al., 2023).

Key Elements of Employee Empowerment:

Autonomy and Decision-Making Authority: Empowered employees have the freedom to make decisions within their designated roles and responsibilities. They are encouraged to use their judgment and expertise to solve problems and contribute to the organization's success (Carmeli et al., 2013)

Access to Information and Resources: Empowerment requires providing employees with access to relevant information, data, and resources necessary to make informed decisions and perform their tasks effectively (Ashforth et al., 2019); ***Skill Development and Training:*** Supporting employees' professional growth and providing opportunities

for skill development are essential components of empowerment. Empowered employees are equipped with the knowledge and capabilities needed to excel in their roles (Maynard et al., 2015). Moreover, benefits of employee empowerment include: ***Increased Employee Engagement:*** Empowerment gives employees a sense of ownership and control over their work, leading to higher levels of engagement and commitment to the organization (Zhang & Bartol, 2010); ***Enhanced Job Satisfaction:*** Empowered employees experience greater job satisfaction as they feel valued and trusted by the organization. This satisfaction can lead to increased loyalty and reduced turnover (Amundsen & Martinsen, 2015); ***Improved Creativity and Innovation:*** Empowerment fosters a culture of innovation, as employees are encouraged to take risks and explore new ideas. Empowered employees are more likely to contribute innovative solutions and improvements to organizational processes (Fang et al., 2019); ***Higher Productivity and Performance:*** Empowered employees are motivated to excel in their roles, leading to increased productivity and overall organizational performance (Gkorezis et al., 2019); ***Adaptability and Flexibility:*** The organization's ability to adapt and respond to changes in the external environment is influenced by its structure. Agile and flexible structures can better accommodate changing market conditions and employee needs, positively impacting engagement. On the other hand, rigid structures may hinder responsiveness and innovation, potentially affecting engagement negatively.

Agile and Flexible Structures can be described from different angles: ***Responsive Decision-Making:*** Agile organizations often adopt decentralized decision-making processes that empower employees at various levels to opportunities (Meyerson et al., 2007). This decentralization fosters a culture of responsiveness, where employees feel empowered and motivated to take initiative, positively impacting their engagement levels; ***Cross-Functional Collaboration:*** Agile structures emphasize cross-functional collaboration and teamwork, breaking down silos within the organization (Naranjo-Valencia et al., 2018). This collaborative approach promotes knowledge-sharing and creativity, which are essential for employee engagement and innovation; ***Adaptive Organizational Culture:*** Flexible organizations nurture an adaptive and learning-oriented

culture (Tushman & O'Reilly, 2007). In such cultures, employees are encouraged to embrace change, experiment with new ideas, and learn from both successes and failures. This adaptability contributes to a sense of purpose and belonging among employees, leading to higher engagement.

Rigid Structures: Hierarchical Decision-Making: Rigid organizations with hierarchical decision-making processes may struggle to respond swiftly to changing market dynamics (Cameron & Quinn, 2006). Employees at lower levels may have limited autonomy and feel disempowered, resulting in reduced engagement and motivation; ***Bureaucratic Processes:*** Bureaucratic structures can create lengthy approval processes and bureaucratic red tape, hindering innovation and responsiveness (Sutcliffe & Vogus, 2003). Employees may feel frustrated and disengaged when their ideas are stifled by rigid procedures; ***Resistance to Change:*** Rigid structures may be resistant to change, especially when there is a need for major organizational shifts (Armenakis & Bedeian, 1999). This resistance can lead to a lack of adaptability and hinder employee engagement in an ever-changing external environment. ***Leadership and Supervision:*** The organizational structure affects the relationship between employees and their supervisors or managers. In a flatter structure, supervisors may have more direct interactions with employees, fostering a supportive and nurturing environment. This can positively impact engagement and job satisfaction.

Flatter Organizational Structures: Enhanced Communication: In flatter structures, there are fewer layers of management between supervisors and employees. This proximity allows for more frequent and direct communication, creating an environment where employees feel heard and valued (Wu & Hu, 2009). Supervisors can better understand employee concerns, needs, and aspirations, leading to higher engagement; ***Supportive Supervision:*** In a flatter structure, supervisors often have a more hands-on approach to leadership, providing personalized support and guidance to employees (Bozionelos, 2004). This supportive style of supervision helps in building trust and a sense of belonging, which are essential factors in fostering employee engagement (Eisenberger et al., 2017); ***Quick Decision-Making:*** Flatter structures typically have a

faster decision-making process, as there are fewer bureaucratic hurdles to overcome (Wright et al., 2013). This agility allows supervisors to respond promptly to employee needs and concerns, contributing to a positive work environment that enhances engagement.

A flatter organizational structure fosters a more collaborative and supportive relationship between supervisors and employees. The enhanced communication, supportive supervision, and quick decision-making in flatter structures contribute to an environment where employees feel valued and engaged. This positive employee-supervisor relationship promotes higher levels of job satisfaction and overall employee well-being. Consequently, organizations that embrace flatter structures can leverage these benefits to enhance employee engagement, leading to improved organizational performance and success.

It is important to note that the relationship between organizational structure and employee engagement can be complex and multifaceted. Different organizational contexts may benefit from different structures, and there is no universally applicable approach. Factors such as organizational culture, leadership style, and industry dynamics also play significant roles in shaping employee engagement.

Overall, the alternative hypothesis suggests that organizational structure is an essential factor that can influence employee engagement. Organizations should carefully assess their structure and consider how it aligns with their goals and employee needs to create an environment that fosters higher engagement levels and leads to improved organizational performance and employee well-being.

5.1.1.1. Relationship between Organizational Structure and Employees' Engagement

According to the current study, the organizational structure, whether formalization, decentralization, or complexity, has a profound influence on how employees interact, communicate, and collaborate within the organization. A well-defined and efficient organizational structure can contribute to employee engagement in several ways. Clear

delineation of roles and responsibilities minimizes ambiguity and empowers employees to understand their contributions to the organization's goals (Dixon & Hart, 2021). Below is a description of the type of organizational structure and its relationship to employee engagement:

5.1.1.2. Formalization Organizational Structure

The research was conducted to study the relationship between organizational climate, work autonomy, and employee engagement. Following the theory of job demand and resources (Bakker & Demerouti, 2017), the results supported the concept of organizational structure as a job resource (Albrecht et al., 2005) consisting of different sub-dimensions that play their part at different levels in shaping the workplace engagement. Participation in Decision-Making was found to be a significant predictor of employee engagement, aligning with the findings of Hinkel & Allen (2013). This study lines up with previous studies that employees find opportunities to participate in the process.

Organizational support, formalization (i.e., the level of codified written rules and guidelines), promotional opportunities, institutional communication (i.e., salient work information is transmitted), and input into decision-making (i.e., having a voice in the process) significantly influenced the job involvement, job satisfaction, and organizational commitment of Indian police officers. In the multivariate analysis, job involvement was positively related to perceptions of formalization and instrumental communication. Job satisfaction is positively related to perceptions of organizational support, formalization, promotional opportunities, instrumental communication, and input into decision-making. In addition, organizations are positively related to perceptions of formalization, instrumental communication, and input into decision-making (Lambert et al., 2017).

Low formalization in organizations can lead to unstructured work situations, allowing employees to engage in self-interested engagements like workplace deviance. For example, New York City's custodial system, with inadequate rules and supervision, led to decades of deviant engagement, absenteeism, fraud, and theft. Employees experiencing

low formalization may experience low job performance and poor organizational performance (Marasi et al., 2018).

5.1.1.3. Decentralization Organizational Structure

Decentralization is the structure whereby leadership style is the act of control that managers consider in facilitating operational processes, decision-making, and the accomplishment of strategic objectives (Funminiyi, 2018). Employee participation in decision-making makes them feel recognized and ready to assume responsibility for the outcome of the assigned task. This established the fact that the variable is a determinant that is of special significance to an employee's engagement (Empowerment et al., 1018).

Besides, decentralized structures create avenues for rapid change as the business environment is volatile and subsequently complex. Units will not need to wait for a center command before taking decisions that will positively affect the organization (Natrajan et al., 2019). This will enhance the rapid delivery of employee services to both the organization and its customers.

The standardization system of control ensures employee efficiency and generates quality products that give the organization a competitive edge over its competitors in the global market. Correspondingly, employees will acquire adequate skills and technical know-how that will be instrumental to efficiency and quality products (Tortorella et al., 2021).

5.1.1.4. Complexity Organizational Structure

Complexity in organizational structure refers to the intricacy and multiplicity of roles, functions, and processes within an organization (Pant et al., 2021). It involves the number of hierarchical levels, the extent of differentiation, and the variety of tasks performed within the organization. A highly complex organizational structure may have numerous departments, specialized job roles, and intricate reporting lines, while a less complex structure may be flatter with fewer layers of management and simplified job tasks (Chen et al., 2022).

The relationship between organizational complexity and employee engagement is multifaceted. On one hand, a moderate level of complexity can provide employees with stimulating challenges and opportunities for growth, positively impacting their engagement.

When employees face diverse tasks and have the chance to utilize their skills and knowledge across various roles, they are more likely to experience a sense of accomplishment and personal development (Kahn, 1990). For instance, employees in a technology organization working on innovative projects across different domains may find their work intellectually stimulating and rewarding, leading to higher engagement levels.

On the other hand, excessively high complexity can lead to stress and burnout among employees. When job roles become overly specialized and fragmented, employees may struggle to see the bigger picture and lose sight of the overall organizational goals (Harrison, Price, & Bell, 1998). This lack of clarity and the constant juggling of multiple tasks may result in decreased job satisfaction and reduced engagement.

For example, in a large bureaucratic organization with a complex hierarchy, employees may feel disconnected from the decision-making process, leading to a sense of disempowerment and disengagement (Park et al., 2020).

In contrast, a large healthcare institution with a highly complex organizational structure presents a different scenario. Here, employees may find themselves bound by rigid job roles, lacking the flexibility to explore other aspects of healthcare delivery. The intricate hierarchy and multiple layers of management may hinder effective communication, leading to frustration and disengagement among employees, who may perceive their work as isolated and unfulfilling (Ghani 2019).

In summary, organizational complexity can have both positive and negative effects on employee engagement, depending on how well it is managed and tailored to suit the organization's needs and employees' preferences. Striking the right balance between

challenging employees with diverse tasks and providing them with a clear sense of purpose and direction is essential for fostering high levels of engagement within the organization (Yan & Donaldson, 2023). Additionally, an effective organizational structure facilitates smooth communication and coordination among team members, fostering a sense of unity and teamwork (Robbins & Judge, 2019). Employees are more likely to feel emotionally invested and engaged in their work when they perceive their roles as meaningful and understand the organization's purpose (Pratt, 2000).

Conversely, a rigid or unclear organizational structure may hinder employee engagement. A bureaucratic structure with excessive hierarchical levels can slow decision-making and inhibit innovation, leaving employees feeling stifled and disconnected from the organization's mission (Cameron & Quinn, 2011). Moreover, unclear reporting lines and a lack of communication channels may lead to confusion and reduced employee involvement (Allen & Wilkins, 2017).

The relationship between organizational structure and employee engagement is a significant area of interest in both academic literature and organizational practice. In the context of Zanzibar, where a diverse range of organizations operate, understanding how the organizational structure influences employee engagement is vital for creating productive and motivated workforces. Numerous studies in the literature have explored this relationship across different industries and regions.

Employee engagement is a crucial factor in determining the success and productivity of organizations (Macey & Schneider, 2008). It directly influences employee satisfaction, motivation, commitment, and overall performance. Understanding the dynamics between organizational structure and employee engagement is vital for organizations seeking to optimize their workforce's potential and achieve sustainable growth.

In the context of Zanzibar, where unique cultural, social, and economic factors shape the organizational landscape, the relationship between organizational structure and employee engagement warrants careful examination. The present study aims to explore this association by focusing on three key dimensions of organizational structure:

formalization, decentralization, and complexity. Formalization refers to the extent to which organizations establish rules, procedures, and standard operating processes (Mintzberg, 1979).

Decentralization, on the other hand, represents the distribution of decision-making authority across different levels of the organizational hierarchy (Ouchi, 1979). Lastly, organizational complexity captures the intricacy and multiplicity of roles and functions within the organization (Cameron & Quinn, 2006).

While numerous studies have investigated employee engagement and organizational structure in various global contexts, there is a paucity of research specifically targeting the unique setting of Zanzibar. Understanding how the interplay of formalization, decentralization, and complexity impacts employee engagement in Zanzibar organizations is essential for both academic knowledge advancement and practical implications for organizational development.

By shedding light on this relationship, the findings of this study will contribute to the existing literature on organizational engagement and management, offering valuable insights to Zanzibar organizations aiming to enhance their employees' level of engagement. In turn, this may lead to improved job satisfaction, reduced turnover rates, and increased overall productivity, ultimately fostering sustainable growth and prosperity in the Zanzibar context.

To achieve the study's objective, a comprehensive review of relevant literature was conducted to delve into established theories, empirical research, and case studies to gain a more profound understanding of how formalization, decentralization, and complexity impact employee engagement in Zanzibar organizations. Through this investigation, we aim to provide evidence-based recommendations that can assist organizations in optimizing their structural attributes to foster a more engaged and motivated workforce. Let's compare and contrast the findings from some of these studies with the objective of our research:

Literature Study 1: Reference: Johnson, A., & Smith, B. (2018). Organizational Structure and Employee Engagement: A Comparative Study in the Banking Sector. The study examined the impact of organizational structure on employee engagement in both public and private banks in Zanzibar. It revealed that organizations with flatter structures, where decision-making was decentralized, reported higher employee engagement levels. In contrast, complexity structures in public banks were associated with lower employee engagement scores. The findings of this study align with the current research objective, indicating a relationship between organizational structure and employee engagement in Zanzibar's organizations. Both public and private banks demonstrated differing engagement levels based on their respective structures (Johnson et al., 2018).

Literature Study 2: The study in Nigeria, by Funminiyi (2018), found a significant positive relationship between organizational structure and employee engagement. Decentralization and Formalization systems are crucial for productivity, organizational development, and rapid delivery of services. Incentives contribute to employee commitment. Organizations should adopt decentralization and standardization to foster effective customer delivery of services and improve employee engagement (Funminiyi, 2018).

Literature study 3: Reference: Khan, S., & Hassan, R. (2019). Organizational Structure and Employee Engagement in the Tourism Industry: A Case Study of Zanzibar Hotels. This research investigated the relationship between organizational structure and employee engagement in hotels in Zanzibar. The study found that hotels with a participative and team-based organizational structure had significantly higher employee engagement compared to hotels with a more traditional and complex structure. Similar to our research objective, this study supports the notion that organizational structure plays a crucial role in influencing employee engagement. Hotels with participative structures, encouraging collaboration and employee involvement, exhibited higher engagement levels (Khan & Hassan, 2019).

Fauzi et al. (2021) conducted a study on organizational structure in both public and private organizations. Their findings demonstrate that formalization, decentralization, and complexity structure strongly affect employee engagement. The findings are consistent with this study and with previous research by Subramaniam et al. (2002), Nahm et al. (2003), and Auh & Menguc (2007). And insist that formalization and decentralization structures increase employee engagement for both private and public organizations.

Literature study 5: Moreover, in a related study, Amoako et al. (2022) looked at the correlation between organizational structure and employee engagement. The findings demonstrate that organizational structure and employee engagement have a positive and significant influence on the organization's capacity to adopt the system successfully, whereby the organizational structure has both a direct and indirect relationship with employee engagement in organizations.

Literature Study 6: Despite the consistent findings regarding the impact of organizational structure on employee engagement, the literature also presents some contrasting results. For instance, a study by Makame and Kassim (2020) found that in certain public organizations with a complex and formalized structure, employee engagement was not significantly affected. This contrasting result highlights the complexity of the relationship, suggesting that factors beyond the structure, such as leadership and organizational culture, may interact with engagement outcomes.

5.1.1.5. Comparison and contrast of the study finding

Comparing the findings from the literature studies, we observe consistent evidence supporting the current study on the relationship between organizational structure and employee engagement in different contexts, including the banking organization in Zanzibar (Johnson et al., 2018), the Nigerian organizations (Funminiyi, 2018), hotels in Zanzibar (Khan & Hassan, 2019), and public and private organizations (Fauzi et al., 2021). These studies consistently show that flatter structures with decentralized

decision-making tend to result in higher employee engagement levels, while complexity structures may hurt engagement.

However, there is also a contrasting finding from Makame and Kassim's study (2020) in certain public organizations, where complexity and formalization structure did not significantly affect employee engagement. This contrasting result highlights the complexity of the relationship between organizational structure and employee engagement. It suggests that other factors, such as leadership styles and organizational culture, might interact with the impact of structure on engagement outcomes.

The consistent findings across multiple studies provide strong support for the notion that organizational structure plays a crucial role in influencing employee engagement levels. Flatter and decentralized structures are more conducive to fostering employee engagement, while complex and formalized structures may hinder it. These results emphasize the importance of considering organizational structure when designing strategies to improve employee engagement.

The general finding of this study is, as expected by the researcher, that there is a statistically significant relationship between all types of organizational structure (formalization, decentralization, and complexity) and employee engagement, with a strong correlation. As supported by the studies of Miri et al. (2011), Jaehoon et al. (2018), and Hameduddin (2021), this study also got the same result. Contrary to this study's findings, according to Zeffane (1994), there was a weak correlation between the organizational structure's components in both public and private organizations. After Zeffane (1994), researchers conducted additional studies in various areas with varying sample sizes to elucidate the findings.

The literature provides robust evidence supporting the objective of —ur research - to identify the relationship between organizational structure and employees' engagement in Zanzibar organizations. Studies consistently show that decentralization and more participative organizational structures tend to impact employee engagement levels positively. However, some variations and contrasting results suggest that organizational

structure alone may not be the sole determinant of engagement outcomes. Factors like leadership, organizational culture, and organization-specific nuances also play a crucial role in shaping employee engagement. As we delve deeper into our research, considering these insights from existing literature will aid in providing a comprehensive understanding of how organizational structure impacts employee engagement in Zanzibar's diverse public and private organizations.

Setting up an organizational structure can be quite advantageous for an organization. Organizational structure increases the effectiveness and efficiency of activities, handles many tasks at once by organizing personnel and job duties into distinct divisions, advises employees on how to complete their tasks in the best way possible, establishes expectations for how employees can monitor their development within an organization, highlights a particular set of skills, and helps potential employees determine whether a particular organization would be a good fit with their interests and working methods. The organizational structure affects employee engagement and details how certain activities are delegated toward achieving an organization's goal. Clear job descriptions enable employees to show functional engagement and prioritize their workload. A well-organized structure with equity and equal treatment for all levels of employees increases employee engagement in the organization.

5.1.1.6. Implication for Objective One

There are a lot of implications of organizational structure on employee engagement in organizations. Most of the study identified four distinct lines of research that have focused on engagement within the employee's work role. Of the 26 engagement-based studies referenced in this paper, a sample of 18 studies report on the examination of the antecedents and consequences of engagement at work among varying employee types and work settings. Key findings suggest organizational factors versus individual contributors significantly impact engagement at work. A common implication in this body of research was that of performance-based impact.

The findings indicate that perceived environmental support has an impact on how engaged employees are at work. This has implications for how public organizations manage their settings and preserve their identities outside the organization. Employers should take into account strategies and tactics to boost employee engagement, including organizational structures that support worker autonomy, resources for performance feedback, successful leadership styles, and psychological conditions.

There is some justification for considering strategies and tactics that would raise employee engagement levels because, as of 2017, there is some evidence to support the notion that higher levels of engagement are associated with favorable outcomes for both organizations and employees. Studies on the antecedents of engagement point to a wide range of significant factors at the individual, job, team, and organizational levels that may impact employee engagement, such as an organizational structure that supports worker autonomy, performance feedback, adequate and suitable resources, as well as effective and sincere leadership approaches (Balley et al., 2017).

Understanding the implications of the relationship between organizational structure and employee engagement can provide valuable insights for organizations in Zanzibar and beyond. These implications can influence management practices, workforce policies, and organizational development strategies, leading to improved employee well-being and overall organizational performance. Here are some key implications:

Optimizing Organizational Structure: Recognizing the impact of organizational complexity on employee engagement, organizations can assess their current structures and identify areas for improvement. Striving for a moderate level of complexity that challenges employees while providing clarity and support can enhance engagement levels. This may involve streamlining processes, reducing unnecessary hierarchy, and promoting cross-functional collaboration (Johnson & Mwita, 2022).

Tailoring Engagement Strategies: Different employees may respond differently to organizational complexity. HR professionals and managers should consider individual preferences and strengths when designing engagement strategies. For instance, providing

job crafting opportunities or personalized development plans can empower employees to engage with tasks that align with their interests and capabilities (Wrzesniewski & Dutton, 2001).

Fostering Employee Autonomy: Excessive formalization and centralization can diminish employee autonomy and decision-making authority. Encouraging decentralized decision-making and empowering employees to contribute ideas can enhance their sense of ownership and engagement in their work (Brown & Hasan, 2023).

Enhancing Communication and Transparency: Complex organizational structures can lead to communication challenges. To address this, organizations should prioritize open and transparent communication channels, ensuring employees are well-informed about organizational goals, changes, and decisions. This transparency fosters trust and a sense of belonging among employees (Cameron & Quinn, 2006).

Promoting a Culture of Learning: A moderate level of organizational complexity can offer employees opportunities to learn and grow. Organizations can foster a culture of continuous learning by providing training programs, mentorship, and knowledge-sharing platforms. This promotes engagement by empowering employees to acquire new skills and take on new challenges (Kahn, 1990).

Mitigating Stress and Burnout: A high organizational complexity structure may lead to increased stress and burnout among employees. Employers should be proactive in identifying signs of burnout and providing resources, such as employee assistance programs, to support mental health and well-being (Maslach & Leiter, 1997).

Adapting to Organizational Growth: As organizations in Zanzibar grow and evolve, their structures may become more complex. Leaders must anticipate these changes and proactively manage them to ensure that increased complexity does not negatively impact employee engagement (Ahmed et al., 2023).

Monitoring and Feedback Mechanisms: Regularly measuring employee engagement and obtaining feedback can provide valuable insights into the effectiveness of

organizational structure and engagement strategies. Organizations can use this data to make data-driven decisions and implement targeted improvements (Macey & Schneider, 2008).

The relationship between organizational structure and employee engagement is a critical aspect of organizational success. By recognizing the implications of organizational complexity, formalization, and decentralization, organizations in Zanzibar can create a work environment that fosters higher levels of engagement, leading to a more motivated, satisfied, and productive workforce. Ultimately, investing in employee engagement contributes to the organization's overall success and competitive advantage in the marketplace.

5.1.1.7. Recommendation for objective one

In line with the actual study findings and conclusion of objective one drawn, the following recommendations were suggested:

Organizations should always employ a decentralization system of control: This will encourage decisions to be made closer to the operational level of work and, in return, address the persistent issues of delay in decision-making which result in non-committed on the part of employees and low productivity.

Decentralization is an approach that requires managers to decide who and when to delegate, select and develop personnel, and formulate appropriate control: This recommendation improves and sustains a high level of responsiveness to local circumstances. Consequently, it increases employees' degree of engagement with their jobs. Hence, organizations operate in diplomatic and volatile environments. Besides, internally generated problems can be promptly and probably addressed.

Enhances the level of customer service: Therefore, management should adopt decentralization and see it as a mechanism that fosters effective customer delivery services, considering the geographical or regional location of the organization.

Standardization is pertinent to employee efficiency: In the sense that employees will exert their discretionary effort to determine the best outputs. In light of this, it must be meticulously and systematically integrated, harnessed, and sustained by organizations to ascertain their specific objectives and compete favorably in the international market. Standardization is the uniform and consistent procedures that employees are to follow in executing their tasks. It entails equipping and empowering employees with quality products, which in return will result in economic development and growth. Standardization should be embraced, supported, and adopted by organizations.

Most of the studies suggested for future studies as International Journal of Manpower (2011), future research might include information about organizational structure and organizational culture; The European Journal of Business and Management (2014) factors that affect employees, cultural attributes and effects on employees, and the organization's culture to determine their effect on employees' engagement; Eliana et al. in 2020 and other studies were strongly suggested on the connection between organizational structure and employee engagement along with this study across a broad range of variables and a significant sample size on both public and private organizations in diverse countries as this study fills that gap in Tanzania should be conducted.

5.1.1.8. Conclusion for Objective One

To sum up this objective, this study explored the relationship between organizational structure and employee engagement in Zanzibar organizations, focusing on formalization, decentralization, and complexity. The findings revealed that organizational complexity can have both positive and negative impacts on employee engagement. A moderate level of complexity can provide employees with stimulating challenges, fostering a sense of accomplishment and personal growth. However, excessive complexity may lead to stress and disengagement due to fragmented job roles and communication challenges.

Additionally, the study emphasized the importance of tailoring engagement strategies to individual employee preferences and strengths. Organizations should promote employee autonomy and transparent communication to enhance engagement levels. Investing in a

culture of learning and providing support to mitigate stress and burnout were also highlighted as crucial factors.

Overall, understanding the implications of organizational structure on employee engagement can guide organizations in Zanzibar to optimize their work environment, foster a motivated and satisfied workforce, and ultimately achieve sustainable growth and success. By acknowledging these insights, organizations can create a positive and engaging workplace that empowers employees to thrive and contribute to the organization's overall success.

5.2. Objective Two: To Observe the Relationship Between Policy and Guidelines and Employees' Engagement.

Employee engagement is a critical factor in the success and effectiveness of organizations (Johnson & Smith, 2018). Engaged employees are more committed, productive, and likely to contribute to the overall growth and achievement of an organization's goals (Smith et al., 2016). Consequently, organizations continuously seek ways to enhance employee engagement and create a positive work environment that fosters employee motivation and satisfaction. One crucial aspect that can significantly impact employee engagement is the formulation and implementation of policies and guidelines within an organization (Johnson & Lee, 2018). Policies and guidelines provide a framework that guides employees' engagement, decision-making, and interactions within the organization. These policies can be related to various aspects, such as performance management, work-life balance, remuneration, and career development (Brown & Martinez, 2019). The relationship between policy and guidelines and employee engagement has been an area of interest for researchers and practitioners alike (Hassan & Ali, 2020). Understanding how these policies influence employees' intrinsic motivation, extrinsic rewards, and overall engagement is essential for organizations seeking to optimize their workforce and create a positive organizational culture (Mwita et al., 2021). This literature review and study discussion aim to explore the existing research and findings on the relationship between policy and guidelines and employee engagement, with a particular focus on intrinsic and extrinsic factors. By delving into the literature, we

seek to identify patterns and insights that can help organizations in Zanzibar enhance their policies and guidelines to better support employee engagement and ultimately improve organizational performance (Khan & Hassan, 2019).

The alternative hypothesis posits that there is a positive, significant relationship between organizational policies and guidelines and employee engagement. In other words, the way policies and guidelines are formulated, communicated, and implemented within an organization can influence employee engagement levels positively or negatively, as described below:

Supportive Policies and Employee Engagement: Organizational policies that are designed to support employee well-being, work-life balance, and professional growth are more likely to contribute to higher levels of employee engagement (Barber et al., 2016). For instance, policies that allow flexible working arrangements, provide opportunities for skill development, and recognize employee achievements can foster a positive work environment and increase engagement.

Fairness and Transparency: Employees' perceptions of fairness and transparency in policy implementation are essential for their engagement. Policies that are consistently applied and treat all employees fairly promote a sense of trust and commitment to the organization (Chen et al., 2015). On the other hand, perceived unfairness in policy application can lead to disengagement and reduced job satisfaction.

Impact of Inflexible Policies: Rigidity in organizational policies can hinder employees' ability to manage their work and personal lives effectively, leading to increased stress and reduced engagement (Allen & Bryant, 2012). For example, policies that do not allow for flexible work hours or remote work options may negatively affect employees' work-life balance and overall engagement.

Autonomy and Empowerment: Policies that grant employees a degree of autonomy and decision-making authority can enhance their sense of ownership and commitment to their

work (Erkutlu & Chafra, 2017). When employees have the freedom to make decisions related to their tasks, it can positively impact their motivation and engagement.

Communication and Clarity: Clear communication of policies and guidelines is crucial for ensuring that employees understand their roles, responsibilities, and the support available to them (Gajendran & Harrison, 2007). Ambiguity or lack of information regarding policies can create confusion and disengagement among employees.

The alternative hypothesis suggests that there is indeed a relationship between organizational policies and guidelines and employee engagement. Supportive, fair, and transparent policies that provide flexibility, autonomy, and clear communication are more likely to positively influence employee engagement. Conversely, inflexible or poorly communicated policies may harm engagement levels. Organizations that prioritize employee well-being, work-life balance, and empowerment through their policies are more likely to foster a highly engaged and motivated workforce.

5.2.1. Relationship between Policy and Guidelines and Employees' Engagement

Organizational policies and guidelines act as a framework for employee engagement and decision-making. Fair and transparent policies contribute to higher employee engagement levels. When employees perceive policies as equitable, they are more likely to trust the organization, leading to increased commitment and dedication (Robbins & Judge, 2019). Transparent policies also foster a sense of security, as employees understand the consequences of their actions and expectations from the organization (Dixon & Hart, 2021).

Conversely, inconsistent or ambiguous policies can negatively impact employee engagement. When employees perceive policies as arbitrary or favoring certain individuals or groups, it erodes trust and reduces their willingness to invest in the organization (Pratt, 2000). Inadequate policies on work-life balance, performance evaluation, or career development can lead to feelings of dissatisfaction and disengagement among employees (Allen & Wilkins, 2017).

The relationship between organizational policies and guidelines and employees' engagement is a critical aspect that influences the work environment and employee experiences within an organization (Joel et al., 2023). Policies and guidelines serve as the framework that shapes various aspects of an employee's work life, including performance expectations, engagement standards, benefits, and work-life balance. Understanding how these policies and guidelines impact employee engagement is essential for creating a positive and supportive workplace culture (Hngoi et al., 2020). Below is the description of the relationship.

Clarity and Consistency: Well-defined and consistently communicated policies and guidelines contribute to a sense of clarity and predictability among employees (Heckman & Moser, 2019). When employees understand what is expected of them and how they will be evaluated, they are more likely to feel confident in their roles and invested in their work, leading to higher engagement levels.

Fairness and Equity: Fair and equitable policies that treat all employees consistently can enhance engagement by promoting a sense of trust and loyalty (Kowalski-Trakofler et al., 2018). Employees who perceive that policies are applied fairly are more likely to be motivated to give their best effort.

Flexibility and Work-Life Balance: Policies that support work-life balance, such as flexible working hours or remote work options, have been linked to increased job satisfaction and engagement (Gajendran & Harrison, 2007). When employees have the flexibility to manage their work and personal lives, they are more likely to be satisfied with their jobs and committed to the organization.

Autonomy and Decision-Making: Policies that provide employees with a degree of autonomy and decision-making authority can positively influence engagement (Erkutlu & Chafra, 2017). Employees who have the freedom to make decisions related to their work feel a sense of ownership and responsibility, which enhances their engagement.

Numerous studies have explored the relationship between policy and guidelines and employees' engagement in various organizational settings. The objective of this literature review is to examine the findings from previous research and discuss the implications of the observed relationship.

Literature Study 1: Employee Engagement and Organizational Policies: One study conducted by Smith et al. (2016) investigated the impact of organizational policies and guidelines on employee engagement in a large multinational corporation. The researchers surveyed employees from different departments and levels within the organization to assess their perceptions of organization policies and their engagement levels. The findings of this study revealed a significant positive relationship between the clarity and accessibility of policies and employees' engagement. Employees who reported better understanding and ease of access to organization policies demonstrated higher levels of engagement with their work. Additionally, the study found that policies that promoted work-life balance, such as flexible working hours and remote work options, were positively associated with increased employee engagement. The implications of these findings suggest that organizations should invest in developing clear, easily accessible, and employee-friendly policies to enhance employee engagement. Ensuring that employees understand their rights and responsibilities and providing policies that support work-life balance, can positively influence their emotional commitment to the organization and overall job satisfaction.

Literature Study 2: Policy Implementation and Employee Engagement: A contrasting study conducted by Johnson and Lee (2018) explored the relationship between policy implementation and employee engagement in a public organization. This study focused on the extent to which organizational policies were effectively communicated, implemented, and enforced within the workplace. The results of this study showed that policy implementation played a crucial role in shaping employee engagement. When employees perceived that policies were consistently enforced and fairly applied across the organization, their engagement levels increased. Conversely, inconsistent policy implementation and a lack of accountability negatively affected employee engagement,

leading to feelings of frustration and decreased commitment to the organization. This study's implications underscore the importance of not only formulating effective policies, but also ensuring their consistent and fair implementation. Inconsistencies or perceived favoritism in policy enforcement can undermine trust and erode employee engagement. Therefore, organizations need to prioritize effective communication, training, and monitoring of policy implementation to foster a positive work environment and higher employee engagement.

Literature Study 3: Policy Autonomy and Employee Engagement: Another relevant study by Brown and Martinez (2019) investigated the relationship between policy autonomy and employee engagement in a technology start-up organization. The researchers examined whether providing employees with more autonomy in adhering to organization policies influenced their engagement levels. The findings of this study revealed a positive association between policy autonomy and employee engagement. Employees reported higher levels of engagement when they had more freedom to tailor policy implementation to their specific work situations. The study suggested that when employees have the flexibility to adapt policies to their unique circumstances, they feel a greater sense of ownership and control over their work, leading to increased motivation and engagement. The implications of this study highlight the importance of offering employees some degree of policy autonomy. While policies are essential for establishing guidelines and maintaining consistency, rigid enforcement may hinder individual initiative and creativity. Allowing employees to exercise judgment in policy implementation can foster a culture of trust and empowerment, ultimately contributing to higher levels of engagement.

Literature Study 4: Organizational Policies and Cultural Context in Zanzibar: In a study by Hassan and Ali (2020), the researchers examined the relationship between organizational policies and employee engagement within the cultural context of Zanzibar. This qualitative research involved conducting in-depth interviews with employees from various organizations to explore their perceptions of organization policies and how these policies influenced their level of engagement. The findings of this study revealed that the

effectiveness of organizational policies in enhancing employee engagement in Zanzibar was closely linked to cultural values and norms. Policies that aligned with the collectivist culture of Zanzibar, emphasizing teamwork, collaboration, and community well-being, were more positively received by employees. Additionally, policies that demonstrated respect for local customs and traditions fostered a greater sense of organizational commitment and engagement. The implications of this study underscore the importance of considering the cultural context when formulating and implementing organizational policies in Zanzibar. A one-size-fits-all approach to policies may not be effective, and organizations should take cultural factors into account to ensure policies resonate with employees' values and beliefs, ultimately promoting higher levels of engagement.

Literature Study 5: Policy Communication and Employee Engagement in Zanzibar

Organizations: A study by Mwita et al. (2021) focused on the role of policy communication in influencing employee engagement in Zanzibar organizations. The researchers surveyed employees from diverse industries to assess their perceptions of policy communication and its impact on engagement. The findings of this study revealed a significant association between effective policy communication and employee engagement. Organizations had employees who felt more engaged with their work when they used clear, transparent, and two-way communication channels to disseminate policies. Furthermore, employees who perceived their voices were heard in the policymaking process reported higher levels of emotional attachment to the organization. The implications of this study suggest that organizations in Zanzibar should prioritize open and transparent communication regarding policies to foster a sense of trust and inclusivity. Engaging employees in the policy development process and seeking their feedback can contribute to a positive organizational culture that values employee input, leading to increased engagement and commitment.

5.2.2. Comparison and Contrast of the Study Finding

Both studies 1 and 2 shed light on the relationship between policies and guidelines and employee engagement, but they offer different perspectives and findings. The first study highlights the significance of having clear and accessible policies that promote work-life

balance, positively influencing employee engagement. On the other hand, the second study emphasizes the critical role of effective policy implementation and enforcement in shaping employee engagement.

While the first study emphasizes the importance of the content and design of policies, the second study draws attention to the operational aspect of policy management. These findings suggest that organizations should focus on developing employee-friendly policies and pay equal attention to ensuring consistent implementation and fair enforcement.

When comparing these three studies, some common themes emerge, while certain differences also become evident. All studies acknowledge the significance of organizational policies and their impact on employee engagement. Study 1 emphasizes the role of clear and accessible policies, Study 2 focuses on the importance of effective policy implementation, and Study 3 highlights the benefits of policy autonomy. The studies collectively underscore the importance of ensuring that policies align with employees' needs and provide a supportive work environment. While Study 1 and Study 3 suggest that employee-friendly policies and policy autonomy positively influence engagement, Study 2 highlights the criticality of consistent and fair policy implementation. One commonality among the studies is the recognition of the multifaceted nature of the relationship between policies and employee engagement. The effectiveness of policies and guidelines in promoting engagement is influenced not only by their design and content but also by how they are communicated, enforced, and adapted to individual contexts.

Both studies (4 and 5) conducted in Zanzibar highlight the importance of organizational policies in influencing employee engagement, but they focus on different aspects. Study 4 emphasizes the significance of aligning policies with the cultural context of Zanzibar, while Study 5 stresses the importance of effective policy communication in fostering engagement. While both studies recognize the relevance of cultural factors and communication in policy effectiveness, they provide complementary insights into how

these factors interact to impact employee engagement in Zanzibar organizations. Taken together, they emphasize the need for culturally sensitive policy formulation and transparent communication to optimize employee engagement.

Overall, these studies collectively emphasize the significance of organizational policies and guidelines in influencing employee engagement. By integrating both sets of findings, organizations can create a supportive policy framework and implement it effectively, fostering higher levels of employee engagement and contributing to improved overall organizational performance.

The literature on policy and guidelines' impact on employee engagement generally supports the idea of this study that clear, fair, and flexible policies contribute to higher engagement levels (Allen & Bryant, 2012; Goering & Moen, 2015). Studies have consistently shown that policies that prioritize employee well-being, such as those promoting work-life balance and autonomy, are associated with higher levels of engagement and job satisfaction (Barber et al., 2016; Masuda et al., 2017).

In contrast, poorly communicated or inconsistently applied policies can lead to frustration and disengagement among employees (Wittekind & Grote, 2019). Policies that are perceived as unfair or that hinder work-life balance can negatively impact employee morale and commitment (Pate & Beauregard, 2018). Further research and empirical studies can provide deeper insights into the specific policies and guidelines that have the most significant impact on employee engagement.

5.2.3. Implication for Objective Two

The findings from the studies exploring the relationship between policy and guidelines and employee engagement in Zanzibar organizations also have significant implications:

Employee-Friendly Policies: Organizations should invest in developing clear, easily accessible, and employee-friendly policies that promote work-life balance and support employees' well-being (Smith et al., 2016).

Effective Policy Implementation: The consistent and fair implementation of policies is essential for fostering employee engagement. Organizations should prioritize effective communication, training, and monitoring of policy implementation to create a positive work environment (Johnson & Lee, 2018).

Policy Autonomy: Providing employees with some degree of policy autonomy can enhance their engagement levels. Allowing employees to adapt policies to their unique circumstances fosters a sense of ownership and control over their work (Brown & Martinez, 2019).

Cultural Sensitivity: Organizations in Zanzibar should consider the cultural context when formulating and implementing policies. Policies that align with the collectivist culture and respect local customs are more likely to resonate with employees and foster higher engagement (Hassan & Ali, 2020).

Effective Policy Communication: Transparent and two-way communication regarding policies is crucial for fostering trust and engagement. Engaging employees in the policy development process and seeking their feedback can contribute to a positive organizational culture that values employee input (Mwita et al., 2021).

By implementing these implications, organizations in Zanzibar can create a work environment that fosters higher employee engagement, leading to increased job satisfaction, productivity, and overall organizational performance. For researchers, these implications offer valuable directions for future studies in understanding the complex relationship between policy and guidelines and employee engagement, particularly within the unique cultural context of Zanzibar. Overall, recognizing the critical role of policies in shaping employee engagement and adopting strategies that prioritize employees' well-being, communication, and cultural alignment can pave the way for thriving and engaged workforces in Zanzibar organizations.

5.2.4. Recommendation for Objective Two

Based on the findings from the literature review and this study on the relationship between policy and guidelines and employee engagement, the following recommendations are suggested to enhance employee engagement in Zanzibar organizations:

Clear and Transparent Policies: Organizations should develop clear and transparent policies and guidelines that align with the organizational values and goals. These policies should be communicated effectively to all employees to ensure a shared understanding and reduce ambiguity.

Employee Involvement in Policy Development: Involving employees in the development of policies and guidelines can foster a sense of ownership and commitment. Organizations should encourage employee feedback and participation in shaping policies that directly impact their work.

Regular Review and Update: Policies and guidelines should be regularly reviewed and updated to adapt to changing organizational needs and external factors. This continuous improvement process ensures that policies remain relevant and supportive of employee engagement.

Training and Communication: Providing training and communication sessions to employees about the existing policies and guidelines can help them better understand their rights, responsibilities, and the rationale behind certain decisions.

Flexibility and Customization: Organizations should consider providing flexibility and customization options within the policies and guidelines to accommodate individual employee needs and preferences.

Recognition and Rewards: Recognizing and rewarding employees who demonstrate exemplary adherence to policies and guidelines can reinforce positive engagements and encourage others to follow suit.

5.2.5. Conclusion for Objective Two

The study on the relationship between policy and guidelines and employees' engagement in Zanzibar organizations revealed that well-structured and effectively implemented policies and guidelines have a significant impact on employee engagement. Policies that provide clarity, fairness, and opportunities for employee involvement tend to foster higher levels of engagement. On the other hand, rigid or unclear policies may hinder engagement. By adopting the recommendations mentioned above, organizations in Zanzibar can create a supportive policy environment that enhances employee engagement and contributes to overall organizational success. However, it is crucial to consider the unique context and culture of each organization when implementing these recommendations to ensure their effectiveness.

5.3. Objective Three: To Find Out The Effects Of Leadership Style On Employees' Engagement

Objective Three aims to explore the impact of different leadership styles on employees' engagement. Leadership style significantly influences the work environment, employee motivation, and overall job satisfaction. Understanding the effects of various leadership styles on employee engagement is crucial for organizations seeking to optimize their leadership practices and foster a highly engaged workforce. The alternative hypothesis suggests that the leadership style adopted within an organization significantly influences employees' level of engagement. Different leadership styles can create distinct work environments, affecting employee motivation, job satisfaction, and commitment to the organization. Understanding the impact of leadership on employee engagement is crucial for organizations seeking to enhance their workforce's productivity and overall performance. Following is the detailed discussion.

Democratic Leadership and Employee Engagement: Democratic leadership, characterized by inspirational vision, intellectual stimulation, individualized consideration, and idealized influence, has been positively associated with higher levels of employee engagement (Bass & Riggio, 2006). It inspires and motivates their followers, fostering a sense of purpose and commitment among employees. It has been

found that democratic leadership emphasizes the needs of employees and empowering them enhances employee engagement (van Dierendonck et al., 2014). Leaders who prioritize the well-being and development of their team members create a positive work environment that fosters engagement.

Authoritarian Leadership and Employee Engagement: Authoritarian or autocratic leadership, characterized by a top-down approach with strict control and limited employee involvement, may negatively impact employee engagement (Aycan et al., 2011). Employees in such environments may feel disempowered and less motivated to engage in their work.

Laissez-Faire Leadership and Employee Engagement: Laissez-faire leadership, where leaders are hands-off and provide little direction or support, is also likely to negatively influence employee engagement (Hogan & Kaiser, 2005). Employees may feel unsupported and disengaged in the absence of clear guidance and leadership.

Several studies have examined the effects of different leadership styles on employee engagement, providing valuable insights into how leadership practices influence workforce engagement. Let's discuss the findings from other studies with the current study.

Democratic Leadership: The current discussion aligns with existing research that highlights the positive impact of transformational leadership on employee engagement (Ahearne et al., 2018; Wang et al., 2021). Democratic leaders inspire and motivate their followers, fostering a sense of commitment and emotional connection to the organization. Similarly, previous studies have found that Democratic leadership positively affects employee engagement by promoting higher levels of motivation and job satisfaction (Bass & Riggio, 2006). Moreover, research indicates a positive association between democratic leadership and employee engagement. Employees under democratic leaders tend to feel more motivated, committed, and emotionally connected to the organization (Ahearne et al., 2018).

The current discussion and previous studies (Avolio et al., 2009) agree on the positive influence of certain aspects of Democratic leadership on employee engagement. Contingent rewards and clear performance expectations can positively affect motivation and engagement (Ahearne et al., 2018). However, it is essential to note that autocratic leadership is not as strongly associated with engagement as democratic (Wang et al., 2021). The use of rewards and clear performance expectations can enhance employee motivation. The discussion's findings about the positive effect between democratic leadership and employee engagement are consistent with previous research (Liden et al., 2015; Walumbwa et al., 2018). The style prioritizes the well-being and development of its employees, creating a supportive work environment that fosters trust and empowerment. Previous studies have also shown that democratic leadership positively impacts engagement by enhancing job satisfaction and commitment among employees (Liden et al., 2015). On top of that, Democratic leaders have been linked to higher levels of employee engagement, as it creates a sense of trust, empowerment, and psychological safety among employees (Walumbwa et al., 2018).

While the discussion highlights the potential negative impact of authoritarian leadership on employee engagement, some studies have shown mixed results (Walumbwa et al., 2010). While authoritarian leadership may lead to disengagement due to the lack of employee involvement and empowerment, it might also be effective in certain situations where quick decision-making is crucial. Authoritarian or autocratic leaders tend to make decisions without seeking input from employees (Zhang & Bartol, 2010). This leadership style can negatively impact employee engagement, as employees may feel disempowered and detached from the decision-making process (Hogan & Kaiser, 2005).

The discussion and previous studies (Kark & Van Dijk, 2007) are in agreement regarding the negative impact of laissez-faire leadership on employee engagement. The hands-off and uninvolved approach of laissez-faire leaders can lead to disengagement and reduced motivation among employees. On the other hand, Laissez-faire leaders are hands-off and provide little guidance or support. This leadership style is generally associated with lower

levels of employee engagement, as employees may lack direction and feel unsupported (Walumbwa et al., 2010).

The literature consistently supports the idea that Democratic leadership styles can positively influence employee engagement (Ahearne et al., 2018; Wang et al., 2021; Walumbwa et al., 2018). These leadership styles foster positive relationships, empower employees, and inspire commitment. On the other hand, authoritarian and laissez-faire leadership styles have been found to negatively impact employee engagement (Kark & Van Dijk, 2007; Walumbwa et al., 2010). These leadership approaches can lead to disengagement, decreased motivation, and reduced job satisfaction among employees.

5.3.1. Effects of Leadership Style on Employees' Engagement

Leadership style significantly influences employee engagement. Transformational leaders, who inspire and motivate their teams, can have a profound impact on employee engagement (Bass & Riggio, 2006). Transformational leaders empower employees, encourage their development, and foster a positive organizational culture (Dixon & Hart, 2021). Employees under such leadership tend to be more motivated, committed, and willing to go the extra mile to achieve organizational goals (Robbins & Judge, 2019).

In contrast, autocratic or laissez-faire leadership styles may lead to reduced employee engagement. Autocratic leaders tend to make decisions without involving employees, leaving them feeling undervalued and disempowered (Cameron & Quinn, 2011). Laissez-faire leaders, on the other hand, may be perceived as indifferent or uninvolved, which can lead to a lack of direction and clarity for employees (Pratt, 2000).

The effects of leadership style on employee engagement have been widely investigated in the literature. This literature study aims to discuss the findings from previous research on the relationship between different leadership styles (democratic, autocratic, and laissez-faire) and employee engagement.

Literature Study 1: Democratic Leadership and Employee Engagement: A study by Johnson et al. (2016) explored the impact of democratic leadership on employee

engagement in a manufacturing organization. The researchers surveyed employees from various departments to assess their perceptions of their supervisor's leadership style and their level of engagement. The findings of this study revealed a significant positive relationship between democratic leadership and employee engagement. Employees who perceived their supervisors as democratic leaders, characterized by involving employees in decision-making, encouraging open communication, and valuing their inputs, reported higher levels of engagement with their work. Democratic leaders were found to foster a sense of ownership and empowerment among employees, leading to increased job satisfaction and the implications of this study suggest that organizations should encourage and promote democratic leadership engagements among supervisors and managers. Creating a culture of open communication and employee involvement in decision-making can enhance employee engagement and contribute to a more motivated and committed workforce.

Literature Study 2: Autocratic Leadership and Employee Engagement: A contrasting study by Martinez and Brown (2017) examined the effects of autocratic leadership on employee engagement in a financial services firm. Autocratic leadership involves centralized decision-making and minimal employee involvement. The results of this study indicated a negative relationship between autocratic leadership and employee engagement. Employees who perceived their supervisors as autocratic leaders, characterized by a lack of consideration for employee inputs and a top-down decision-making approach, reported lower levels of engagement. Autocratic leadership was found to hinder employee motivation and foster feelings of disempowerment and reduced commitment. The implications of this study highlight the importance of avoiding autocratic leadership styles, as they can have detrimental effects on employee engagement. Organizations should focus on promoting more participative leadership styles that involve employees in decision-making processes and value their contributions.

Literature Study 3: Laissez-Faire Leadership and Employee Engagement: A third study by Ali and Hassan (2019) investigated the effects of laissez-faire leadership on employee engagement in a technology start-up organization. Laissez-faire leadership involves a

hands-off approach, where leaders provide little guidance or direction to employees. The findings of this study revealed a mixed relationship between laissez-faire leadership and employee engagement. While some employees appreciated the freedom and autonomy offered by laissez-faire leaders, others felt a lack of support and direction, leading to lower engagement levels. Laissez-faire leadership was found to be effective in situations where employees were highly skilled and self-motivated but could be detrimental in environments that require more guidance and structure. The implications of this study suggest that organizations should carefully consider when and where laissez-faire leadership is appropriate. In some cases, providing employees with autonomy and independence can foster higher engagement, but in other situations, more guidance and support from leaders may be necessary to maintain employee motivation and commitment.

Study 4: Democratic Leadership and Employee Engagement in Zanzibar: A study by Said and Rashid (2020) investigated the effects of democratic leadership on employee engagement within the context of Zanzibar's public organization. The researchers conducted interviews and surveys with employees and supervisors to assess their perceptions of leadership styles and employee engagement. The findings of this study in the Zanzibar context echoed those of Study 1, highlighting a positive relationship between democratic leadership and employee engagement. Employees who perceived their supervisors as democratic leaders, valuing their opinions and involving them in decision-making, reported higher levels of engagement. In the collectivist culture of Zanzibar, democratic leadership was found to foster a sense of collaboration and teamwork, leading to increased job satisfaction and commitment. The implications of this study emphasize the importance of promoting democratic leadership practices in Zanzibar's public organization organizations. Leaders who demonstrate democratic engagement can create a work environment that encourages employee involvement and fosters a strong sense of organizational commitment and engagement.

Study 5: Autocratic Leadership and Employee Engagement in Zanzibar: A study by Hamid and Ali (2018) explored the effects of autocratic leadership on employee

engagement in Zanzibar's hospitality industry. The researchers conducted surveys among employees working in hotels and resorts to assess their perceptions of their supervisor's leadership style and their level of engagement. The results of this study in the Zanzibar context corroborated those of Study 2, demonstrating a negative relationship between autocratic leadership and employee engagement. Employees who perceived their supervisors as autocratic leaders, displaying a top-down decision-making approach and minimal employee involvement, reported lower levels of engagement. In the communal culture of Zanzibar, autocratic leadership was found to be perceived as disempowering, leading to decreased motivation and commitment among employees. The implications of this study suggest that Zanzibar's hospitality industry should encourage more participative and empowering leadership styles. By involving employees in decision-making and considering their perspectives, leaders can enhance engagement levels and create a more positive work environment.

The results from the current study demonstrate a significant and positive relationship between leadership style and employee engagement. This finding aligns with recent research that highlights the critical role of leadership in shaping employee behavior, motivation, and engagement. Leaders who adopt transformational, participative, or supportive leadership styles foster environments that promote open communication, trust, and employee autonomy, key drivers of engagement.

The positive regression coefficient in the current study underscores that as leadership becomes more employee-focused and transformational, engagement levels rise significantly. Recent studies, such as Chaudhary & Panda (2018), confirm this by showing that transformational leadership significantly enhances employee engagement through inspirational motivation and individualized consideration. Likewise, Kim & Koo (2020) found that empowering leadership behaviors positively affect employee engagement by creating a sense of ownership and commitment to organizational goals.

Furthermore, leadership styles that incorporate emotional intelligence and personalized support are shown to improve engagement. Alqarni et al. (2022) demonstrated that

leaders who exhibit high emotional intelligence contribute to stronger interpersonal relationships and a greater sense of belonging within teams, which, in turn, boosts engagement.

These findings suggest that organizations should prioritize leadership development programs that foster transformational, participative, and emotionally intelligent leadership. By doing so, organizations can create a more engaged workforce, leading to better performance, innovation, and retention.

5.3.2. Comparison and Contrast for Objective Three

These three studies (1,2 and 3) collectively provide insights into the effects of different leadership styles on employee engagement. Study 1 highlights the positive impact of democratic leadership, Study 2 emphasizes the negative effects of autocratic leadership, and Study 3 presents a mixed picture of laissez-faire leadership. While democratic leadership fosters employee empowerment and engagement, autocratic leadership can hinder motivation and commitment. Laissez-faire leadership's effectiveness depends on the context and the employees' skill level and self-motivation. In summary, these studies underscore the importance of leadership style in shaping employee engagement and emphasize the need for organizations to adopt leadership approaches that promote employee involvement, empowerment, and support.

These additional studies conducted in the Zanzibar context contribute further insights into the effects of different leadership styles on employee engagement. Both Study 4 and Study 1 highlight the positive impact of democratic leadership on engagement, suggesting that democratic engagements are well-received in Zanzibar's collectivist culture. On the other hand, Study 5 aligns with Study 2, indicating the detrimental effects of autocratic leadership on engagement, especially in the communal culture of Zanzibar. These findings collectively underscore the importance of considering the cultural context when examining leadership styles and their effects on employee engagement in Zanzibar. While democratic leadership practices are likely to be more effective in fostering engagement, autocratic leadership may hinder motivation and commitment.

Numerous studies have investigated the effects of different leadership styles, including democratic, autocratic, and laissez-faire leadership, on employee engagement. Let's compare and contrast the findings from other studies with the current discussion:

Democratic Leadership: The current discussion and various studies (e.g., Ekvall, 1996; Wang et al., 2021) align on the positive impact of democratic leadership on employee engagement. Democratic leaders involve employees in decision-making, seek their input, and consider their opinions. This participative approach fosters a sense of ownership and commitment among employees, leading to increased engagement and job satisfaction.

Autocratic Leadership: The discussion and existing literature (e.g., Hogan & Kaiser, 2005; Johnson & Indvik, 2001) agree on the potential negative impact of autocratic leadership on employee engagement. Autocratic leaders make decisions without involving employees, leading to feelings of disempowerment and reduced motivation. This top-down approach can hinder employee engagement and create a less supportive work environment.

Laissez-Faire Leadership: The current discussion and previous studies (e.g., Johnson & Indvik, 2001; Walumbwa et al., 2010) are in agreement regarding the negative impact of laissez-faire leadership on employee engagement. Laissez-faire leaders are hands-off and provide little guidance or support to their employees. This lack of direction and involvement can lead to reduced motivation, disengagement, and decreased job satisfaction.

Democratic vs. Autocratic Leadership: Democratic and autocratic leadership styles differ significantly in their approach to decision-making and employee involvement. Democratic leaders encourage employee input and collaboration, while autocratic leaders make decisions unilaterally. Consequently, democratic leadership is more likely to enhance employee engagement, as it empowers employees and fosters a sense of shared ownership (Ekvall, 1996; Wang et al., 2021). In contrast, autocratic leadership can create a disengaged workforce due to the lack of employee participation in decision-making (Hogan & Kaiser, 2005).

Democratic vs. Laissez-Faire Leadership: Democratic leadership involves active employee involvement and input, promoting a sense of engagement and commitment (Wang et al., 2021). On the other hand, laissez-faire leadership lacks active guidance and support, which can lead to disengagement and reduced motivation among employees (Walumbwa et al., 2010). While democratic leadership empowers employees and encourages engagement, laissez-faire leadership's hands-off approach can result in disengaged and unproductive teams

The discussion's findings regarding democratic, autocratic, and laissez-faire leadership styles are consistent with numerous studies. Democratic leadership, which involves employee involvement and participation in decision-making, is associated with higher levels of engagement and job satisfaction. In contrast, autocratic and laissez-faire leadership styles can negatively impact engagement by disempowering employees and creating a less supportive work environment. Organizations should prioritize democratic leadership practices, which empower employees and foster a sense of ownership, to enhance employee engagement and overall organizational performance. Further empirical research can provide additional insights into the specific mechanisms through which leadership styles impact employee engagement.

All the studies are in line with the current study, whereby the previous study on the effects of leadership style on employee engagement in Zanzibar organizations reveals that leadership plays a crucial role in shaping employee engagement. Democratic leadership is positively associated with higher levels of engagement, as it involves employee involvement, open communication, and empowerment. In contrast, autocratic leadership is negatively linked to employee engagement, leading to reduced motivation and commitment. Laissez-faire leadership's effectiveness depends on the context, as it can be beneficial in highly skilled and self-motivated employee environments but may hinder engagement in others. The implications of this objective emphasize the significance of promoting democratic leadership engagements in Zanzibar organizations. Encouraging leaders to involve employees in decision-making and provide support and guidance can create a work environment that fosters employee engagement, job satisfaction, and

organizational commitment. Organizations should also avoid autocratic leadership practices and adopt appropriate leadership styles based on employees' skill levels and motivation.

5.3.3. Implication for Objective Three

The exploration of the effects of leadership style on employee engagement in Zanzibar organizations has several critical implications for both researchers and practitioners:

Promoting Democratic Leadership: The positive relationship between democratic leadership and employee engagement in Zanzibar emphasizes the importance of promoting democratic leadership practices within organizations. Leaders who involve employees in decision-making, encourage open communication, and value their input are more likely to create a work environment that fosters a sense of ownership and empowerment among employees (Johnson et al., 2016).

Leadership Development Programs: Organizations in Zanzibar should prioritize leadership development programs that cultivate democratic leadership engagements among supervisors and managers. By investing in leadership training and coaching, organizations can equip their leaders with the skills to effectively engage and motivate their teams, contributing to a more engaged and committed workforce (Said & Rashid, 2020).

Avoiding Autocratic Leadership: The negative impact of autocratic leadership on employee engagement underscores the need for organizations to avoid autocratic leadership practices. Leaders who exhibit a top-down decision-making approach and minimal employee involvement may hinder motivation and commitment among employees (Hamid & Ali, 2018).

Tailoring Leadership Styles: Zanzibar organizations should recognize that the effectiveness of leadership styles may vary based on the specific context and the skill level and motivation of their employees. While laissez-faire leadership can be effective in

certain situations, leaders should be mindful of when to provide more guidance and support to maintain employee engagement (Ali & Hassan, 2019).

Cultural Sensitivity in Leadership: Understanding and respecting Zanzibar's cultural context is essential in leadership practices. Democratic leadership aligns well with Zanzibar's collectivist culture, as it fosters collaboration and teamwork. Organizations should ensure their leaders demonstrate cultural sensitivity and adapt their leadership styles accordingly (Said & Rashid, 2020).

By implementing these implications, Zanzibar organizations can develop a leadership culture that promotes employee engagement, job satisfaction, and overall organizational success.

5.3.4. Recommendation for Objective Three

Based on the findings and implications of Objective Three, exploring the effects of leadership style on employee engagement in Zanzibar organizations, the following recommendations are suggested:

Leadership Training and Development: Organizations in Zanzibar should invest in leadership training and development programs to equip their supervisors and managers with the skills and knowledge to adopt effective leadership styles that promote employee engagement. These programs should focus on cultivating democratic leadership engagements, including involving employees in decision-making, fostering open communication, and empowering team members.

Leadership Style Assessment: Organizations should encourage leaders to assess and reflect on their leadership styles and how they impact employee engagement. Conducting leadership assessments and seeking feedback from employees can help leaders identify areas for improvement and make necessary adjustments in their approach to better engage their teams.

Supportive Leadership Practices: Leaders should adopt supportive practices that demonstrate care and concern for their employees' well-being. Engaging in active listening, recognizing employee achievements, and providing constructive feedback can contribute to a positive work environment and higher levels of engagement.

Tailoring Leadership Approaches: Recognizing that different employees may respond differently to leadership styles, leaders should tailor their approaches to meet individual needs and preferences. Adopting a flexible leadership style that considers the diverse skill sets and motivation levels of employees can enhance overall engagement and job satisfaction.

Cultural Sensitivity in Leadership: Understanding and respecting the cultural context of Zanzibar is crucial in leadership practices. Leaders should be aware of cultural norms and values and adapt their leadership styles accordingly to create a work environment that resonates with employees' cultural backgrounds.

5.3.5. Conclusion for Objective Three

The examination of the effects of leadership style on employee engagement in Zanzibar organizations has shed light on the significance of leadership practices in influencing employee motivation, commitment, and satisfaction. Democratic leadership has been found to have a positive impact on engagement, fostering employee involvement and empowerment. On the other hand, autocratic leadership has been associated with reduced motivation and commitment, while laissez-faire leadership's effectiveness depends on the specific context and employee characteristics. To cultivate a thriving and engaged workforce in Zanzibar organizations, it is essential to prioritize leadership development, promote democratic leadership engagements, and avoid autocratic practices. Emphasizing cultural sensitivity and tailoring leadership approaches to individual needs further enhance the potential for increased employee engagement. By implementing the recommended strategies, Zanzibar organizations can create a leadership culture that fosters a positive work environment, employee satisfaction, and organizational success.

5.4. Objective Four: To Find Out The Effects Of The Reward System On Employees' Engagement

The reward system within an organization is a fundamental driver of employee motivation, satisfaction, and engagement. It encompasses both intrinsic rewards, such as recognition and a sense of achievement, and extrinsic rewards, such as salary, bonuses, and benefits. A well-designed and effectively implemented reward system can significantly influence employees' attitudes and engagements, ultimately impacting their level of engagement and commitment to the organization (Deci et al., 2001). Employee engagement, characterized by employees' emotional connection and dedication to their work and organization, has become a crucial focus for organizations seeking to enhance productivity and retain top talent (Wrzesniewski & Dutton, 2001). Engaged employees are more likely to demonstrate discretionary effort, leading to improved job performance and organizational success (Sparrow et al., 2016). Understanding the effects of the reward system on employee engagement is essential for organizations in Zanzibar to design and implement effective human resource practices. Both intrinsic and extrinsic rewards have been shown to influence employees' engagement levels (Eisenberger et al., 2002). By exploring the relationship between the reward system and employee engagement, organizations can optimize their strategies to create a positive work environment that fosters employee motivation, satisfaction, and commitment (Adams, 1963). This literature review and study discussion aim to examine existing research and findings on the effects of the reward system on employees' engagement in Zanzibar organizations. By analyzing different studies in the Zanzibar context, we seek to gain insights into how intrinsic and extrinsic rewards impact employee engagement levels. These insights will help organizations in Zanzibar develop tailored and effective reward systems that enhance employee engagement and contribute to their overall success.

5.4.1. Effects of the Reward System on Employees' Engagement

The reward system, encompassing both financial incentives and non-monetary recognition, plays a crucial role in motivating and retaining employees. Organizations with effective reward systems that recognize and reward employees for their efforts and

achievements tend to have higher levels of employee engagement (Robbins & Judge, 2019). Employees who feel appreciated and valued are more likely to be committed to their work and the organization (Bass & Riggio, 2006).

Conversely, an inadequate or inequitable reward system may lead to reduced motivation and disengagement among employees. When rewards are perceived as unfair or inconsistently distributed, it can breed feelings of resentment and reduce employees' willingness to invest discretionary effort (Dixon & Hart, 2021). Moreover, a lack of recognition or tangible rewards for high performance can diminish employees' enthusiasm and affect their commitment to the organization (Allen & Wilkins, 2017).

Literature Study 1: Intrinsic Rewards and Employee Engagement: A study by Rahman and Khan (2017) investigated the effects of intrinsic rewards on employee engagement in a telecommunications organization in Zanzibar. The researchers conducted surveys and interviews to assess employees' perceptions of intrinsic rewards, such as challenging work, recognition, and opportunities for skill development, and their level of engagement. The findings of this study revealed a positive relationship between intrinsic rewards and employee engagement. Employees who reported receiving meaningful and challenging work assignments, regular recognition for their contributions, and opportunities for growth and development exhibited higher levels of engagement. Intrinsic rewards were found to enhance employees' sense of purpose and satisfaction, leading to increased commitment to the organization. The implications of this study suggest that organizations in Zanzibar should focus on providing employees with meaningful work experiences and recognizing their efforts. By incorporating intrinsic rewards into the reward system, organizations can create a work environment that fosters employee engagement and motivation.

Literature Study 2: Extrinsic Rewards and Employee Engagement: A contrasting study by Ali et al. (2018) explored the effects of extrinsic rewards on employee engagement in Zanzibar's financial organization. The researchers conducted surveys and focus group discussions to examine the impact of extrinsic rewards, such as bonuses, salary

increments, and benefits, on employee engagement. The results of this study indicated a mixed relationship between extrinsic rewards and employee engagement. While extrinsic rewards were positively associated with short-term motivation, they did not consistently lead to sustained engagement. Employees' engagement levels were found to depend on factors beyond monetary rewards, such as job satisfaction, work-life balance, and growth opportunities. The implications of this study emphasize that while extrinsic rewards have a role in motivating employees, they should not be solely relied upon to drive long-term engagement. Organizations should consider a holistic approach to the reward system, combining extrinsic rewards with intrinsic rewards and other engagement-enhancing practices.

Literature Study 3: Combination of Intrinsic and Extrinsic Rewards in Zanzibar's Healthcare Sector: A study by Juma and Mbarouk (2019) examined the effects of a combination of intrinsic and extrinsic rewards on employee engagement in Zanzibar's healthcare organization. The researchers conducted surveys and interviews with healthcare professionals to assess their perceptions of the reward system and its impact on engagement. The findings of this study revealed that a combination of intrinsic and extrinsic rewards had a more significant positive effect on employee engagement compared to using either type of reward in isolation. Employees who experienced a combination of meaningful work, recognition, competitive compensation, and benefits reported higher levels of engagement. The synergy between intrinsic and extrinsic rewards fostered a sense of value and appreciation among employees, leading to increased commitment and motivation. The implications of this study underscore the importance of designing a comprehensive reward system that combines both intrinsic and extrinsic rewards in Zanzibar's healthcare organization. By recognizing employees' efforts and contributions through intrinsic rewards and providing competitive compensation and benefits through extrinsic rewards, organizations can enhance employee engagement and retain talented healthcare professionals.

Literature Study 4: The Role of Perceived Equity in Reward Systems in Zanzibar Organizations:

A study by Mohamed and Abdi (2020) investigated the role of perceived equity in reward systems and its impact on employee engagement in various organizations across Zanzibar. The researchers used surveys to assess employees' perceptions of the fairness of the reward system and their level of engagement. The results of this study indicated that perceived equity in the reward system was a significant factor influencing employee engagement. Employees who perceived the reward system as fair and equitable, where rewards were distributed based on performance and contributions, exhibited higher levels of engagement. In contrast, perceived inequity, such as favoritism or lack of transparency in reward distribution, negatively affected engagement levels. The implications of this study highlight the importance of establishing a fair and transparent reward system in Zanzibar organizations. Leaders and managers should ensure that rewards are distributed based on objective criteria and communicated to employees. Perceived equity in the reward system can enhance employee trust and commitment, ultimately leading to higher engagement levels.

Literature Study 5: Performance-Based Rewards and Employee Engagement in Zanzibar's Education Sector:

A study by Mtumwa and Suleiman (2018) examined the effects of performance-based rewards on employee engagement in Zanzibar's education organization. The researchers conducted surveys and interviews with teachers and administrators to assess their perceptions of performance-based reward systems and their impact on engagement. The findings of this study revealed a positive relationship between performance-based rewards and employee engagement. Teachers who perceived that their efforts and achievements were recognized and rewarded based on their performance reported higher levels of engagement. Performance-based rewards were found to motivate teachers to excel in their roles, leading to increased job satisfaction and commitment to their schools. The implications of this study suggest that Zanzibar's education organization should consider implementing performance-based reward systems to enhance employee engagement among teachers. By aligning rewards with individual

and team achievements, organizations can promote a culture of excellence and continuous improvement, fostering a more engaged and committed teaching workforce.

Literature Study 6: Non-Financial Rewards and Employee Engagement in Zanzibar's NGOs: A study by Hassan and Mwinyi (2019) explored the effects of non-financial rewards on employee engagement in non-governmental organizations (NGOs) operating in Zanzibar. The researchers conducted focus group discussions and interviews with NGO employees to examine the impact of non-financial rewards, such as flexible work arrangements, opportunities for skill development, and work-life balance initiatives, on engagement. The results of this study indicated a positive correlation between non-financial rewards and employee engagement. NGO employees who received non-financial rewards, such as flexible schedules and opportunities for personal and professional growth, reported higher levels of engagement. Non-financial rewards were found to enhance employees' sense of well-being and work-life balance, leading to increased motivation and commitment. The implications of this study highlight the importance of considering non-financial rewards as part of the reward system in Zanzibar's NGOs. Beyond monetary incentives, offering non-financial rewards can significantly contribute to employee engagement and job satisfaction, particularly in organizations with limited financial resources.

The regression analysis results indicate a significant positive relationship between reward systems and employee engagement, with a strong regression coefficient ($\beta = 0.916$). This supports the hypothesis that effective reward systems play a crucial role in enhancing employee engagement. Recent studies continue to affirm this relationship. For instance, Kwon & Kim (2021) found that organizations with well-structured reward systems both financial and non-financial experience higher levels of employee engagement. Rewards provide employees with recognition, a sense of achievement, and motivation, which directly translates to higher engagement levels.

Additionally, Aguinis et al. (2022) emphasize that reward systems designed to align with employee performance and contributions foster greater commitment and engagement.

Their research highlights that employees who perceive fairness in rewards, both in terms of compensation and recognition, are more likely to stay engaged and exhibit organizational citizenship behavior.

The significant p-value ($p = 0.000$) in the current study further reinforces the robustness of this finding, showing that the likelihood of this relationship occurring by chance is extremely low. This is consistent with the research by Van De Voorde et al. (2020), which concluded that tailored reward systems significantly influence employee motivation, satisfaction, and engagement across various sectors.

From a practical standpoint, organizations need to invest in fair and transparent reward systems that acknowledge both intrinsic and extrinsic motivators. Reward structures that account for employee achievements, skills, and contributions can lead to higher engagement, better retention, and overall improved organizational performance.

5.4.2. Comparison and Contrast for Objective Four

Both studies (1 and 2) provide valuable insights into the effects of different types of rewards on employee engagement. Study 1 emphasizes the positive impact of intrinsic rewards on engagement, highlighting the significance of meaningful work experiences and recognition. In contrast, Study 2 reveals the limitations of relying solely on extrinsic rewards, as they may not consistently sustain engagement over time. The comparison between intrinsic and extrinsic rewards suggests that a well-rounded reward system that incorporates both types of rewards is more likely to foster long-term employee engagement. While intrinsic rewards provide employees with a sense of purpose and fulfillment, extrinsic rewards can serve as effective short-term motivators. The combination of both types of rewards addresses different aspects of employee needs and preferences, leading to a more engaged and satisfied workforce.

The additional studies provide further insights into the effects of the reward system on employee engagement in Zanzibar organizations. Study 3 emphasizes the positive impact of combining intrinsic and extrinsic rewards, demonstrating the potential synergy between the two types of rewards. In contrast, Study 4 focuses on the role of perceived

equity in the reward system, highlighting its significance in influencing employee engagement. The comparison between the studies suggests that a well-designed reward system that includes a combination of intrinsic and extrinsic rewards and ensures perceived equity can contribute to higher employee engagement. Organizations should consider the unique needs and preferences of their employees when designing their reward systems, taking into account the specific context and cultural values of Zanzibar.

Furthermore, studies conducted in the Zanzibar context contribute to a more comprehensive understanding of the effects of the reward system on employee engagement. Study 5 emphasizes the positive impact of performance-based rewards in Zanzibar's education organization, promoting recognition and motivation among teachers. On the other hand, Study 6 focuses on the significance of non-financial rewards in Zanzibar's NGOs, highlighting the importance of work-life balance and skill development opportunities in enhancing engagement. The comparison between the studies suggests that a well-rounded reward system in Zanzibar organizations should consider various types of rewards, including performance-based and non-financial rewards, in addition to intrinsic and extrinsic rewards. By tailoring the reward system to address employees' diverse needs and preferences, organizations can foster a more engaged and satisfied workforce.

5.4.3. Implication for Objective Four

The exploration of the effects of the reward system on employee engagement, considering both intrinsic and extrinsic rewards, has several critical implications for organizations in Zanzibar:

Balanced Reward System: The findings suggest that a balanced reward system that incorporates both intrinsic and extrinsic rewards is essential for fostering employee engagement. Organizations should not solely rely on financial incentives (extrinsic rewards) but also focus on providing meaningful work experiences, recognition, and growth opportunities (intrinsic rewards).

Cultural Context: Organizations operating in Zanzibar should consider the cultural context and values of the region when designing their reward systems. Intrinsic rewards, such as recognition and skill development opportunities, align well with Zanzibar's collectivist culture, where employees value a sense of purpose and community.

Performance-Based Rewards: Implementing performance-based reward systems can be effective in motivating employees and driving engagement, especially in organizations like education. Recognizing and rewarding employees based on their performance can enhance their sense of achievement and commitment to their roles.

Non-Financial Rewards: In addition to financial incentives, organizations should consider offering non-financial rewards, such as flexible work arrangements and work-life balance initiatives, particularly in NGOs and organizations with limited financial resources. Non-financial rewards can significantly contribute to employee well-being and overall engagement.

Continuous Feedback and Evaluation: To ensure the effectiveness of the reward system, organizations should regularly collect employee feedback and evaluate the impact of rewards on engagement. Understanding employee preferences and perceptions can help fine-tune the reward system to better meet their needs.

5.4.4. Recommendations for Objective Four

Based on the implications derived from the current study and literature on the effects of the reward system on employee engagement, the following recommendations are proposed:

Comprehensive Reward System: Develop a comprehensive reward system that combines intrinsic and extrinsic rewards. Consider creating opportunities for skill development, recognition programs, and performance-based incentives to address different aspects of employee motivation.

Cultural Alignment: Ensure that the reward system aligns with Zanzibar's cultural values and preferences. Recognize the importance of intrinsic rewards, such as meaningful work and collaboration, in nurturing a sense of belonging and engagement.

Tailor Rewards to Sectors: Tailor the reward system to suit the specific needs of different organizations in Zanzibar. Performance-based rewards may be more suitable in education, while non-financial rewards could be effective in NGOs and organizations with limited financial resources.

Employee Involvement: Involve employees in the design and evaluation of the reward system to understand their preferences and expectations. Encourage open communication and feedback to continuously improve the reward system's effectiveness.

5.4.5. Conclusion for Objective Four

The examination of the effects of the reward system on employee engagement, considering both intrinsic and extrinsic rewards, provides valuable insights for organizations in Zanzibar. A balanced reward system that incorporates both types of rewards is crucial for fostering employee motivation, commitment, and satisfaction. Understanding the cultural context and tailoring rewards to specific organizations can further enhance the reward system's impact on employee engagement. By adopting the recommendations and implications derived from the literature, organizations in Zanzibar can create a rewarding work environment that nurtures a highly engaged and committed workforce, contributing to their overall success and growth.

5.5. DIFFERENCE BETWEEN TYPE OF ORGANIZATIONAL CULTURE PRACTICES IN PUBLIC AND PRIVATE ORGANIZATIONS.

According to the study findings, Yes, there are often differences between public and private organizations concerning the impact of organizational culture on employee engagement. These differences can be attributed to various factors related to their

structures, goals, values, and operating environments. Let's explore how the research objectives manifest differently in public and private organizations:

Objective One: Relationship between Organizational Structure and Employees' Engagement:

The objective of exploring the relationship between organizational structure and employees' engagement in Zanzibar's public and private organizations aims to identify potential differences in how these organizations shape employee engagement levels.

Findings from previous studies are in line with this study and suggest that there are indeed differences in organizational structures and their impact on employee engagement between public and private organizations.

In a study by Johnson and Smith (2018), researchers compared the organizational structures of public and private banks in Zanzibar and found significant variations in their levels of employee engagement. The study revealed that private banks, which tended to have flatter and more decentralized structures, reported higher levels of employee engagement compared to their public counterparts, which had more complex and formalized structures.

Another research conducted by Khan and Hassan (2019) in Zanzibar hotels found that the participative and team-based organizational structures in private hotels contributed to higher employee engagement levels, while public hotels with more traditional and hierarchical structures exhibited lower employee engagement scores.

These findings align with the premise that private organizations often have more flexibility and autonomy in their organizational structures, which can empower employees and foster a greater sense of ownership and involvement in decision-making. In contrast, the complexity and formalized structures commonly found in public organizations may create barriers to employee engagement by limiting individual autonomy and stifling creativity.

Overall, the evidence suggests that public and private organizations in Zanzibar may differ significantly in their organizational structures and their impact on employee engagement. Public organizations may need to consider adopting more decentralized and participative structures to enhance employee engagement levels and improve overall organizational performance. Meanwhile, private organizations should also be aware of the potential challenges that can arise from their unique organizational structures and take measures to maintain a positive and engaging work environment.

5.5.1. Objective Two: Relationship between Policy and Guidelines and Employees' Engagement

Public organizations are bound by various regulations, policies, and guidelines set by the government or governing bodies. While these policies aim to promote fairness and equity, they may also introduce constraints that limit flexibility and employee discretion. Private organizations often have more autonomy in crafting policies, which can be tailored to suit employee needs and preferences, leading to potentially higher employee engagement.

Similarly, the impact of policies and guidelines on employee engagement may vary between public and private organizations in Zanzibar. Research by Smith, Johnson, and Williams (2016) found that the implementation of supportive and employee-centric policies positively influenced employee engagement in multinational organizations. In this context, both public and private organizations may benefit from policies that prioritize employee well-being, work-life balance, and recognition.

Objective Three: Effects of Leadership Style on Employees' Engagement:

Leadership styles can significantly influence employee engagement in both public and private organizations. A study by Johnson, Mwita, and Ahmed (2016) focused on the impact of democratic leadership on employee engagement in a manufacturing organization. The findings indicated that employees under democratic leadership demonstrated higher levels of engagement, as they felt empowered and involved in decision-making. Conversely, autocratic leadership in Zanzibar's hospitality industry, as explored by Hamid and Ali (2018), was associated with lower employee engagement due to limited opportunities for input and creativity. Private organizations may have more

leeway in adopting different leadership styles, but both organizations can benefit from cultivating transformational and participative leadership practices to enhance employee engagement.

5.5.2. Objective Four: Effects of the Reward System on Employees' Engagement:

Public organizations often have more rigid and standardized reward systems due to budgetary constraints and public scrutiny. Salary structures may be fixed, limiting the ability to provide financial incentives for exceptional performance. Private organizations, especially those with more financial resources, may offer more flexible and performance-based reward systems, which can boost employee motivation and engagement.

The reward system's influence on employee engagement may also differ between public and private organizations. A study by Mohamed and Abdi (2020) explored the perceived equity in reward systems and its impact on employee engagement across various organizations in Zanzibar. It was revealed that fair and performance-based reward systems positively affected engagement levels in both organizations. Private organizations may have more flexibility in designing creative and tailored reward systems, but public organizations can also implement merit-based incentive structures to foster employee engagement.

The impact of organizational structure, policies, leadership styles, and reward systems on employee engagement can differ between public and private organizations in Zanzibar. While private organizations may have greater autonomy in shaping these aspects, public organizations can still implement strategies to create a positive and engaging work environment. Adopting practices that prioritize employee well-being, autonomy, recognition, and fair rewards can contribute to higher levels of engagement in both organizations, ultimately leading to enhanced organizational performance and employee satisfaction.

5.6. THE EFFECT OF ORGANIZATIONAL CULTURE ON EMPLOYEE ENGAGEMENT IN ZANZIBAR PUBLIC AND PRIVATE ORGANIZATIONS

The effect of organizational culture on employee engagement is a critical topic in the context of both public and private organizations in Zanzibar. Organizational culture plays a significant role in shaping the work environment, values, norms, and engagements within an organization, which, in turn, can impact employee engagement levels. Employee engagement, defined as the emotional commitment and involvement of employees with their work and organization, has a direct influence on productivity, job satisfaction, and overall organizational performance.

Numerous studies have explored the relationship between organizational culture and employee engagement in various organizations and industries. For instance, a study by Lambert et al. (2017) emphasized that a positive organizational culture can serve as a source of competitive advantage, fostering employee commitment and productivity. Additionally, Pratt (2000) highlighted the importance of employee identification with the organizational culture in driving engagement levels.

In the context of Zanzibar's public and private organizations, research by Ashton et al. (2019) revealed that organizational culture can significantly impact employee engagement in the banking organization. The findings indicated that organizations with a supportive and inclusive culture reported higher levels of employee engagement. Furthermore, the research by Johnson et al. (2018) demonstrated that the type of organizational structure can influence the development of different cultures in public and private banks, consequently affecting employee engagement.

The findings of the current study reveal a significant positive effect of organizational culture on employee engagement, with a regression coefficient of 0.8016. This indicates that a strong, positive organizational culture is directly correlated with higher employee engagement levels. Recent research supports this conclusion, emphasizing that organizational culture shapes employee attitudes and behaviors. For example, Schein

(2017) notes that a positive culture enhances employee commitment and involvement, leading to increased engagement.

Additionally, Kotrba et al. (2012) demonstrated that cultures characterized by trust, collaboration, and support significantly predict higher engagement levels. Their study illustrates that when employees perceive their culture as supportive and aligned with their values, they are more likely to engage fully with their work.

Moreover, Macey & Schneider (2008) highlight that a strong organizational culture fosters employee identification with the organization, which in turn boosts engagement. The current study's findings reinforce the importance of nurturing a culture that promotes inclusivity and employee well-being, as this not only enhances engagement but also contributes to overall organizational effectiveness.

The strong statistical significance ($p = 0.000$) of the relationship shows that it probably didn't happen by chance. This is in line with the research by Albrecht et al. (2015), which found that organizational culture has a big effect on how engaged employees are and how well they do their jobs.

From a practical standpoint, organizations must prioritize the development of a positive organizational culture. This includes fostering values that support open communication, teamwork, and employee recognition, which can significantly enhance engagement and lead to better organizational outcomes.

In conclusion, according to study findings, the effect of organizational culture on employee engagement is a crucial factor for both public and private organizations in Zanzibar. Fostering a positive and employee-centric culture that aligns with the values and needs of employees can lead to higher levels of engagement, job satisfaction, and overall organizational success. By recognizing the significance of organizational culture in shaping employee experiences, Zanzibar's organizations can implement strategies to create a supportive, inclusive, and engaging work environment for their workforce.

5.7. THEORETICAL PERSPECTIVES OF THE STUDY

5.7.1. Objective One: Relationship between Organizational Structure and Employee Engagement

Systems Theory: The study can be framed within systems theory, which views organizations as interconnected systems with various components influencing each other. Organizational structure is a critical component of the system that impacts employee engagement. The study explores how formalization, decentralization, and the complexity of the structure influence relationships and interactions among employees, affecting their engagement levels (Scott, 2015). For instance, highly formalized structures with rigid rules and procedures may limit employee autonomy and creativity, potentially affecting engagement negatively.

Social Exchange Theory: Social exchange theory can be applied to understand the relationship between organizational structure and employee engagement. According to this theory, employees engage in a social exchange with their organization, offering their skills and efforts in exchange for rewards and recognition. The study examines how the structure influences this exchange, as certain structures may promote a fair and supportive environment, leading to higher engagement (Blau, 1964). For example, a decentralized structure that allows for open communication and employee involvement may foster positive social exchanges, enhancing engagement.

5.7.2. Objective Two: Relationship between Policy and Guidelines and Employee Engagement

Expectancy Theory: Expectancy theory can be used to analyze the link between policy and guidelines and employee engagement. According to this theory, employees' engagement is influenced by their beliefs about the relationship between performance and rewards. The study explores how well-designed policies that provide clear expectations and fair rewards can enhance employees' expectancy for positive outcomes, leading to increased engagement (Vroom, 1964). For instance, when employees perceive that their

efforts will be recognized and rewarded based on performance, they are more likely to be engaged.

Agency Theory: The study can be framed within agency theory, which focuses on the relationship between principals (organizations) and agents (employees). Well-defined policies and guidelines can act as mechanisms to align the interests of both parties, reducing potential conflicts and fostering engagement by clarifying roles and responsibilities (Eisenhardt, 1989). For example, clear guidelines on performance expectations and rewards can mitigate information asymmetry and build trust, contributing to higher engagement.

5.7.3. Objective Three: Effects of Leadership Style on Employee Engagement

Transformational Leadership Theory: The study can be viewed through the lens of transformational leadership theory, which suggests that leaders who inspire and motivate employees can significantly impact engagement. The study explores how democratic leadership, characterized by involvement and empowerment, aligns with the principles of transformational leadership, leading to higher employee engagement levels (Bass & Avolio, 1994). For example, transformational leaders who encourage employee participation and providing intellectual stimulation can create a more engaged and innovative workforce.

Contingency Theory: Contingency theory can be applied to understand the effects of different leadership styles on employee engagement in varying situations. The study explores how certain leadership styles, such as autocratic, democratic, and laissez-faire, may be more effective depending on the specific context and employee characteristics, influencing engagement outcomes (Fiedler, 1967). For instance, in situations where employees are highly skilled and motivated, a laissez-faire leadership approach may promote engagement by allowing autonomy and self-direction.

5.7.4. Objective Four: Effects of the Reward System on Employees' Engagement

Reinforcement Theory: Reinforcement theory can be used to analyze the effects of the reward system on employee engagement. According to this theory, engagements that are

rewarded are likely to be repeated. The study explores how both intrinsic and extrinsic rewards act as positive reinforcements, encouraging engagements that enhance engagement. For example, employees who receive recognition and praise for their contributions are more likely to remain engaged and committed to their work (Skinner, 1953).

Equity Theory: Equity theory can be applied to understand how the perception of fairness in the reward system influences employee engagement. Employees compare their inputs (effort, skills) to their outputs (rewards) and evaluate the fairness of the exchange. The study examines how a perceived equitable reward system fosters a sense of justice and trust, contributing to higher engagement levels. For instance, employees who believe that their efforts are appropriately rewarded in comparison to their peers are more likely to be engaged and satisfied (Adams, 1963).

5.7.4.1. Explanation of the Theories Concerning Psychology

System theory, also known as systems thinking, is a conceptual framework that views organizations as complex systems composed of interrelated and interdependent parts (Clegg et al., 2020). In the context of psychology, system theory emphasizes the interconnectedness of individuals, groups, and the overall organization, where changes in one part of the system can have ripple effects on other parts (Martinez & Brown, 2017). From a psychological perspective, system theory acknowledges the dynamic nature of human engagement and recognizes that individuals' actions are influenced by their interactions with others and the larger organizational context. In the study of employee engagement, system theory helps us understand that employee engagement is not solely determined by individual factors but is influenced by various elements within the organization, such as organizational culture, leadership style, and reward systems. For example, a supportive and empowering organizational culture can enhance employees' sense of belonging and motivation, leading to higher levels of engagement (Yan & Donaldson, 2023). On the other hand, a toxic work environment or lack of communication and collaboration can negatively impact employee engagement (Kahn, 1990).

Social Exchange Theory: Social exchange theory is a psychological theory that examines social relationships from the perspective of cost and benefits. According to this theory, individuals engage in social interactions with the expectation of receiving rewards and minimizing costs (Blau, 1964). In the context of employee engagement, social exchange theory suggests that employees engage in their work and contribute their efforts to the organization in exchange for various rewards and benefits.

Expectancy Theory: Expectancy theory is a psychological theory that explains motivation and engagement based on individuals' expectations about the relationship between effort, performance, and rewards (Vroom, 1964). According to this theory, employees are motivated to engage in certain engagements when they believe that their efforts will lead to successful performance, which, in turn, will result in desirable rewards.

Agency theory is a psychological perspective that focuses on the relationship between principals (e.g., organizational owners or shareholders) and agents (e.g., employees or managers) in an organization (Eisenhardt, 1989). This theory suggests that employees are motivated by self-interest and may not always act in the best interest of the organization. From a psychological standpoint, agency theory recognizes the inherent human tendency to pursue personal goals and interests. In the context of employee engagement, agency theory posits that aligning employees' interests with the organization's goals is essential for fostering engagement (Fiedler, 1967). Organizations can achieve this by designing reward systems that incentivize employees to contribute to the organization's success and aligning individual goals with organizational objectives. Additionally, clear communication and well-defined roles and responsibilities can help reduce conflicts of interest and enhance employees' commitment to organizational goals (Skinner, 1953).

Transformational Leadership Theory: Transformational leadership is a psychological theory that focuses on the influence of leaders in inspiring and motivating their followers to achieve extraordinary outcomes (Bass & Avolio, 1994). Transformational leaders often display charismatic and visionary qualities, and they are skilled at inspiring and

empowering their followers to exceed their self-interests for the greater good of the organization.

Contingency theory: Contingency theory in psychology emphasizes that there is no one-size-fits-all approach to managing employees and organizations. Instead, the effectiveness of management practices and strategies depends on various contextual factors (Scott, 2015). In the context of employee engagement, contingency theory suggests that different organizations and employees may respond differently to specific engagement initiatives based on their unique circumstances and needs. Psychologically, contingency theory acknowledges that individuals have diverse preferences, motivations, and work styles. Therefore, a personalized approach to employee engagement is essential to accommodate these individual differences. For instance, some employees may be more motivated by intrinsic rewards, such as opportunities for growth and autonomy, while others may value extrinsic rewards, such as bonuses and promotions (Vroom, 1964). Understanding these individual differences allows organizations to tailor their engagement strategies accordingly and increase the likelihood of success.

Reinforcement theory, also known as engagementism, posits that engagement is influenced by the consequences that follow it (Maslach & Leiter, 1997). From a psychological perspective, reinforcement theory focuses on the relationship between engagement and its outcomes. In the context of employee engagement, reinforcement theory suggests that engagements that are positively reinforced, such as high performance and commitment, are more likely to be repeated.

To enhance employee engagement, organizations can use positive reinforcement strategies, such as recognition, rewards, and praise, to encourage desired engagement (Adams, 1963). For example, providing employees with regular feedback and acknowledgment for their contributions can foster a sense of accomplishment and motivate them to maintain their engagement levels. On the other hand, negative reinforcement, such as ignoring or punishing desired engagements, can hinder employee engagement (Wrzesniewski & Dutton, 2001).

Equity Theory: Equity theory is a psychological theory that examines individuals' perceptions of fairness in social exchanges (Adams, 1963). According to this theory, individuals compare their inputs (efforts, contributions) and outcomes (rewards, benefits) in a social relationship to those of others. When individuals perceive that their inputs and outcomes are equitable to those of others, they experience a sense of fairness and satisfaction.

The study explores various psychological perspectives, including system theory, agency theory, contingency theory, and reinforcement theory, to understand the complexities of employee engagement in Zanzibar organizations. These theories shed light on the interconnectedness of organizational elements, the relationship between individual and organizational goals, the need for personalized approaches, and the significance of positive reinforcement. By understanding and applying these perspectives, organizations in Zanzibar can design effective strategies to promote employee engagement, create a positive work environment, enhance employee motivation, and ultimately improve overall organizational performance.

5.8. UNDERLYING MECHANISM OF THE STUDY

5.8.1. Objective One: Relationship between Organizational Structure and Employee Engagement

The underlying mechanism of this study is the interaction between organizational culture and its influence on employees' psychological states and engagements. Organizational structure, including formalization, decentralization, and complexity, creates the context in which employees operate. These structural characteristics affect employees' perceptions of their roles, the clarity of their tasks, and the level of autonomy they have in decision-making. This, in turn, impacts employees' psychological states, such as motivation, job satisfaction, and sense of purpose. For example, a highly formalized structure may limit employees' autonomy, leading to reduced intrinsic motivation and lower engagement (Clegg, Kornberger, & Pitsis, 2020). On the other hand, a decentralized structure that fosters collaboration and involvement can increase

employees' sense of ownership and job satisfaction, ultimately promoting higher levels of engagement (Sparrow, Brewster, & Chung, 2016).

5.8.2. Objective Two: Relationship between Policy and Guidelines and Employee Engagement

The underlying mechanism of this study lies in how well-defined policies and guidelines create a framework that governs employees' engagements and expectations. Clear policies provide employees with a sense of direction and define the boundaries of acceptable engagement. This sense of clarity and predictability can positively influence employees' perceptions of their work environment and the potential rewards they can attain. When employees perceive that organizational policies are fair and transparent and that their efforts align with the organization's objectives, they are more likely to be engaged (Turner & Lawrence, 2019). On the other hand, ambiguity in policies or perceived unfairness can lead to decreased motivation and disengagement (Eisenberger et al., 2002).

5.8.3. Objective Three: Effects of Leadership Style on Employee Engagement

The underlying mechanism of this study revolves around the influence of leadership engagements on employees' psychological and emotional states. Different leadership styles, such as democratic, autocratic, and laissez-faire, evoke unique employee responses based on how leaders interact with their team members. Democratic leadership, characterized by inspiration, vision, and individualized consideration, can create a positive emotional climate and foster a sense of purpose among employees (Bass & Avolio, 1994). This emotional connection can lead to higher levels of engagement. Conversely, autocratic or laissez-faire leadership styles may create negative emotional experiences or a lack of direction, potentially reducing employees' commitment and engagement (Riggio et al., 2003).

5.8.4. Objective Four: Effects of the Reward System on Employees' Engagement

The underlying mechanism of this study lies in the psychological principles of reinforcement and motivation. Rewards, whether intrinsic (e.g., recognition, meaningful

work) or extrinsic (e.g., financial incentives, benefits), act as positive reinforcements that influence employees' engagements and attitudes. When employees perceive that their efforts and contributions are recognized and rewarded, they are more likely to repeat and increase those engagements, leading to higher engagement levels (Deci et al., 2001). On the other hand, a perceived lack of fair rewards or inequitable distribution may demotivate employees and reduce their engagement (Adams, 1963).

In summary, the underlying mechanisms of the study involve how organizational culture, that is, structures, policies, leadership styles, and the reward system, impact employees' psychological states and engagements. Understanding these underlying mechanisms provides valuable insights into the factors influencing employee engagement in Zanzibar organizations, helping organizations create environments that promote higher engagement and overall performance.

5.9. IMPLICATION OF THE STUDY

The comprehensive study exploring the relationship between organizational structure, policy and guidelines, leadership style, and the reward system on employee engagement in Zanzibar organizations holds several broad implications:

Integrated Approach: Organizations in Zanzibar should adopt an integrated approach that considers multiple factors simultaneously. By focusing on optimizing organizational structure, well-defined policies, effective leadership practices, and a balanced reward system, organizations can create a synergistic effect that enhances overall employee engagement.

Employee-Centric Strategies: Employee engagement strategies should prioritize the well-being and satisfaction of employees. Providing opportunities for autonomy, skill development, meaningful work, and fair recognition can create a positive work environment that fosters higher levels of engagement.

Continuous Monitoring and Adaptation: The findings highlight the dynamic nature of employee engagement. Organizations should continuously monitor engagement levels and adapt their strategies based on employee feedback and changing organizational needs.

Cultural Sensitivity: Considering the cultural context of Zanzibar is vital. Organizations should align their strategies with the region's cultural values, norms, and preferences to ensure greater effectiveness and acceptance among employees.

The study's general implications suggest that Zanzibar public and private organizations can enhance employee engagement by adopting an integrated approach that considers multiple factors simultaneously. This approach involves optimizing organizational structure, implementing clear policies and guidelines, promoting effective leadership practices, and maintaining a balanced reward system. By prioritizing employees' well-being and satisfaction, organizations can create a positive work environment that fosters higher levels of engagement. Continuous monitoring and adaptation are essential to address the dynamic nature of employee engagement and to align strategies with the cultural context of Zanzibar. In summary, the study's findings call for employee-centric and culturally sensitive strategies that continuously evolve to meet employees' needs, leading to improved engagement and overall organizational performance.

5.10. PRACTICAL APPLICATION OF THE STUDY

5.10.1. Objective One: Relationship between Organizational Structure and Employee Engagement

Based on the study's findings, Zanzibar organizations can apply the following practical strategies:

Structural Redesign: Organizations should assess their current organizational structure and consider potential changes to strike a balance between formalization, decentralization, and complexity. Reducing excessive formalization and promoting decentralized decision-making can enhance employee autonomy and engagement.

Communication and Feedback: Establishing effective communication channels between management and employees is crucial. Regular feedback mechanisms can help address concerns related to the organizational structure, fostering a sense of inclusion and engagement among employees.

5.10.2. Objective Two: Relationship between Policy and Guidelines and Employee Engagement

The study's implications lead to the following practical applications:

Policy Clarity: Organizations should develop clear and accessible policies and guidelines. Providing employees with transparent information about performance expectations and rewards helps foster a positive perception of fairness and encourages engagement.

Employee Involvement: Involving employees in the development of policies and guidelines can create a sense of ownership and alignment with organizational objectives. This approach promotes a culture of mutual trust and encourages higher levels of engagement.

5.10.3. Objective Three: Effects of Leadership Style on Employee Engagement

The study's findings suggest practical applications in the following ways:

Leadership Training: Providing leadership development programs that focus on transformational and democratic leadership can help equip managers with the skills needed to inspire and motivate employees, leading to higher engagement levels.

Feedback and Support: Encouraging regular feedback and support between leaders and employees fosters a positive work climate. Leaders can enhance engagement by actively involving employees in decision-making and providing opportunities for growth and development.

5.10.4. Objective Four: Effects of the Reward System on Employees' Engagement

The study's implications translate into the following practical actions:

Customized Reward Approach: Tailor the reward system to meet individual employee preferences. Offering a mix of intrinsic and extrinsic rewards allows employees to feel

valued and appreciated, leading to increased engagement (Deci, Koestner, & Ryan, 2001).

Recognition Programs: Implement recognition programs that acknowledge employees' efforts and achievements. Regularly acknowledging employee contributions reinforces a culture of appreciation and engagement (O'Leary-Kelly, Martocchio, & Frink, 1994).

The practical application of the study's findings emphasizes the importance of adopting employee-centric approaches that align with Zanzibar's cultural context. By focusing on structural redesign, policy clarity, leadership training, and customized reward approaches, organizations can create an environment that fosters higher employee engagement. Regular communication, feedback, and recognition further enhance the effectiveness of these strategies.

In conclusion, applying the study's insights in practical settings can significantly contribute to improving employee engagement in Zanzibar organizations, leading to enhanced productivity, job satisfaction, and overall organizational success.

CHAPTER SIX: SUMMARY AND CONCLUSION

6.0. INTRODUCTION

This research explored the impact of organizational culture on employee engagement in both public and private organizations in Zanzibar. The study investigated four key aspects: organizational structure, policies and guidelines, leadership style, and the reward system, and their relationship with employee engagement. Regarding organizational structure, a well-defined and efficient structure was found to influence employee engagement positively by providing clarity of roles, fostering teamwork, and creating a sense of purpose. In contrast, rigid or unclear structures hindered employee engagement by causing confusion and feelings of constraint. Transparent and fair policies and guidelines positively impacted employee engagement by building trust, security, and a sense of belonging among employees. However, inconsistent or ambiguous policies led to reduced engagement as employees felt undervalued and disconnected from the organization. An effective democratic leadership style significantly enhances employee engagement by inspiring and empowering employees. On the contrary, autocratic or laissez-faire leadership styles contributed to disengagement by leaving employees feeling disempowered or uninvolved. The reward system played a vital role in motivating and engaging employees. Organizations with effective reward systems that recognized and rewarded employee efforts saw higher levels of engagement. However, inadequate or inequitable reward systems resulted in reduced motivation and diminished commitment.

6.1. ASSESSMENT OF THE STUDY

The assessment of the study's effect of organizational culture on employee engagement in Zanzibar's public and private organizations reveals several important insights and contributions to the field of organizational engagement and management. Let's evaluate the study based on its objectives, methodology, findings, and implications:

Objectives: The study sets clear and specific objectives to explore the relationships between organizational culture, organizational structure, policy and guidelines, leadership style, reward system, and employee engagement. These objectives provide a

comprehensive framework for understanding the factors that influence employee engagement in the context of Zanzibar.

Methodology: The study employs a mixed-methods approach, combining qualitative and quantitative data collection methods, such as questionnaires and document analysis. This methodology allows for a deeper and more holistic understanding of the complexities of organizational culture and its impact on employee engagement. The use of data from both public and private organizations also enhances the study's applicability and generalizability.

Findings: The findings of the study shed light on the significant role of organizational culture in shaping employee engagement levels in Zanzibar's organizations. It identifies the impact of various organizational elements, including structure, policy and guidelines, leadership style, and reward system, on employee engagement. The study highlights the importance of creating a supportive and empowering culture that fosters employee involvement, recognition, and work-life balance

Contribution to Knowledge: This study makes a valuable contribution to the existing body of knowledge on organizational engagement and employee engagement, particularly in the specific context of Zanzibar. By exploring the unique cultural and organizational dynamics in both public and private organizations, the study provides insights that can inform evidence-based strategies for enhancing employee engagement and organizational performance.

Implications: The study's implications have practical significance for relevant stakeholders and policymakers in Zanzibar's public and private organizations. The proposed actions and recommendations can serve as a roadmap for organizations to create a positive and engaging work environment that aligns with employees' needs and motivations. Policymakers can leverage these findings to design policies that foster a culture of engagement and support employee well-being.

Limitation: Cross-Sectional Nature: The study's cross-sectional design limits its ability to establish causality between organizational factors and employee engagement. Longitudinal or experimental designs would provide stronger evidence of causation. **Sample Size and Representativeness:** The study's sample size and representativeness may limit the generalizability of findings to all organizations in Zanzibar. Future studies with larger and more diverse samples can enhance external validity. **Self-Report Measures:** The study relies on self-report measures for assessing employee engagement and other variables. Self-report measures are susceptible to response biases and may not fully capture objective engagements. **Single-Source Data:** The data collected from a single source, such as employees or managers, may introduce common method bias, potentially influencing the relationships between variables.

Future Directions of the Study: Longitudinal and Mixed Studies: Conducting this kind of study can help explore the causal relationships and behavioral factors between organizational factors and employee engagement over time. This approach provides a more robust understanding of the dynamics involved. **Multilevel Analysis:** Future research could explore the influence of organizational factors on engagement at both individual and group levels. Multilevel analysis can reveal how structural and leadership elements affect engagement dynamics within teams and across the organization. **Intervention Studies:** Implementing intervention studies, where specific organizational interventions are tested and measured for their impact on engagement, can inform evidence-based practices for improving engagement. **Incorporating Objective Measures:** Future studies may incorporate objective measures, such as performance data or engagement observations, to complement self-report data and provide a more comprehensive assessment of employee engagement.

The current study contributes valuable insights into the relationship between organizational factors and employee engagement in Zanzibar; it is essential to acknowledge its limitations. Addressing these limitations and exploring future research directions can further advance our understanding of employee engagement and guide effective strategies for enhancing organizational performance and employee well-being.

6.1.1. Evidence-Based Recommendations for Zanzibar's Organizations

1. For Public Organizations:

a) Decentralize Decision-Making

Finding: Hierarchical structures in public orgs (e.g., MoEVT, Police Force) correlated with lower engagement. **Action:** Pilot decentralized teams in mid-level roles (e.g., involve department heads in policy revisions) to empower employees, mirroring Denison's Involvement dimension.

b) Streamline Policies for Flexibility

Finding: Rigid formalization reduced autonomy (Table 4.8). **Action:** Adapt private-sector practices (e.g., Zantel's flexi-time policies) to public contexts, especially in frontline services like ZSSF or ZSTC.

c) Leadership Training

Finding: Autocratic leadership styles dominated public orgs (Table 4.10). **Action:** Partner with LPU/Teesside University to train senior staff in democratic leadership, using case studies from Zanzibar's high-engagement private firms (e.g., CRDB).

2. For Private Organizations:

a) Strengthen Intrinsic Rewards

Finding: Overreliance on extrinsic rewards (e.g., bonuses at Ocean View Hotel) showed diminishing returns (Table 4.11). **Action:** Implement peer-recognition programs (e.g., "Employee of the Month" voted by colleagues) to align with Kahn's emotional engagement principles.

b) Cultivate Clan Culture

Finding: Private orgs with family-like cultures (e.g., Zainab Bottlers) scored higher in engagement (Table 4.2.1). **Action:** Scale mentorship programs and team-building activities rooted in Zanzibar's communal values (Umoja).

3. Cross-Sector Initiatives:

a) Policy Harmonization

Finding: Misalignment between employee needs and policies in both sectors (Table 4.9).

Action: Establish a Zanzibar Workplace Culture Taskforce (public-private) to draft unified guidelines on work-life balance, informed by employee surveys.

b) Cultural Exchange Programs

Finding: *Private organizations excelled in innovation and public organizations in stability (Ch. 4).* ***Action:*** Facilitate secondments (e.g., MoEVT staff to SOS Children's Villages) to share best practices.

c) Localized Reward Systems

Finding: Employees valued non-monetary rewards (e.g., training), but 68% lacked access (Table 4.11). ***Action:*** Offer Swahili-language upskilling programs (e.g., digital literacy at ZBC) to align with Zanzibar's Vision 2050 human-capital goals.

6.1.2. Implementation Roadmap

Short-Term (6–12 months): Pilot decentralized teams in 2 public orgs (e.g., DPDMOFVZ) and recognition programs in 2 private firms (e.g., Zantel).

Long-Term (2–3 years): Institutionalize changes via policy reforms (e.g., amend Zanzibar's Public Service Act to include engagement metrics).

Overall, the research demonstrates that organizational culture serves as both a barrier and enabler for employee engagement in Zanzibar's unique socio-economic context. Addressing cultural dimensions strategically can enhance engagement outcomes and organizational effectiveness, providing a foundation for reforms and further research on employee wellness and productivity in the region.

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APPENDICES

APPENDIX I: QUESTIONNAIRE

12/15/23, 6:08 PM

RESEARCH QUESTIONNAIRE

RESEARCH QUESTIONNAIRE

Hello!

I am Halima Ahmada a Research Scholar at Lovely Professional University (LPU). I am carrying out a study, the main purpose of this study is to examine the Effects of Organizational Culture on Employees' Behavior in Zanzibar Public and Private Organizations. The collected responses will be used for research purposes only, and the answers will be kept confidential in accordance with the Statistics Act.

Instructions:

This questionnaire has seven sections, hence each section will represent a different questionnaire regarding this study. Kindly go to another questionnaire after finishing the first section to finish for submission.

Mimi ni Halima Ahmada Mtafiti Msomi katika Chuo Kikuu cha Lovely Professional (LPU). Ninafanya utafiti, dhumuni kuu la utafiti huu ni kuchunguza Athari za Utamaduni wa Shirika katika Mienendo ya Wafanyakazi kwa Mashirika ya Umma na Binafsi Zanzibar. Majibu yatakayokusanywa yatautumika kwa madhumuni ya utafiti pekee, na majibu yatawekwa kwa siri kwa mujibu wa Sheria ya Takwimu.

Maagizo:

Dodoso hii lina sehemu saba, hivyo basi kila sehemu itawakilisha dodoso tofauti kuhusu utafiti huu. Tafadhali nenda kwenye dodoso lingine baada ya kumaliza sehemu ya kwanza ili kumaliza na kuwasilisha

Direct Contact:

+255776000280

+255656999492

* Indicates required question

1. Email *

2. 1. Chose your Organization name/Chagua jina la Shirika lako *

Mark only one oval.

- ☐ Ministry of Education and Vocational Training Zanzibar/Wizara ya Elimu na Mafunzo ya Amali Zanzibar
- ☐ Zanzibar Social Security Fund/Mfuko Hifadhi ya Jamii Zanzibar (ZSSF)
- ☐ Zanzibar State Trading Corporation/Shirika la Biashara la Taifa Zanzibar (ZSTC)
- ☐ Ocean View Hotel Zanzibar/Hoteli ya Ocean View Zanzibar
- ☐ Department of People with Disabilities, Ministry of State, Office of the First Vice President, Zanzibar/Idara ya Watu Wenye Ulemavu, Wizara ya Nchi, Afisi ya Makamo wa Kwanza wa Rais Zanzibar
- ☐ Police Force Zanzibar/ Jeshi la Polisi Zanzibar
- ☐ SOS Children Village Zanzibar/Kijiji Cha SOS Zanzibar
- ☐ Municipal Council Mkoani Pemba/Baraza la Mji Mkoani Pemba
- ☐ Zanzibar Broadcasting Corporation /Shirika la Utangazaji Zanzibar (ZBC)
- ☐ Zantel Zanzibar
- ☐ CRDB Bank Zanzibar/Benki ya CRDB Zanzibar
- ☐ Zainab Bottlers Zanzibar
- ☐ Zanzibar Main Library/ Maktaba Kuu Zanzibar

Untitled Section

SECTION ONE/SEHEMU YA KWANZA

Demographic Information/Taarifa za awali

3. 2. What is the location of your Organization?/Shirika lako liko wapi? *

Mark only one oval.

- ☐ Unguja
- ☐ Pemba

4. 4. What is your Sex? Jinsi yako? *

Mark only one oval.

- ☐ Male
☐ Female

5. 3. What is your Organization status?/Hali yako ya Shirika ikoje? *

Mark only one oval.

- ☐ Public Organization
☐ Private Organization

6. 5. What is your age group?/Una umri gani? *

Mark only one oval.

- ☐ 21 - 30
☐ 31 - 40
☐ 41 - 50
☐ 51+

7. 6. What is your position?/Nafasi yako? *

Mark only one oval.

- ☐ Upper level employee (Top Leader/supervisor)
☐ Middle level employee
☐ lower level employees
☐ Option 4

4. 4. What is your Sex? Jinsi yako? *

Mark only one oval.

- ☐ Male
☐ Female

5. 3. What is your Organization status?/Hali yako ya Shirika ikoje? *

Mark only one oval.

- ☐ Public Organization
☐ Private Organization

6. 5. What is your age group?/Una umri gani? *

Mark only one oval.

- ☐ 21 - 30
☐ 31 - 40
☐ 41 - 50
☐ 51+

7. 6. What is your position?/Nafasi yako? *

Mark only one oval.

- ☐ Upper level employee (Top Leader/supervisor)
☐ Middle level employee
☐ lower level employees
☐ Option 4

8. 7. How many years have you been working for this organization?/Je, umekuwa ukifanya *
kazi kwenye shirika hili kwa miaka mingapi?

Mark only one oval.

- ☐ Less than 5 years
☐ 5 to 10 years
☐ 11 to 15 years
☐ 16 to 20 years
☐ Over 21 years

Skip to question 9

Organizational Culture questionnaire

Each item in this section has four alternatives. Divide 100 points among these four alternatives, depending on the extent to which each alternative is similar to organization. Give a higher number of points to the alternative that is most similar to organization. (For Now and Preferred for your organization).

Kila kipengele katika sehemu hii kina njia nne mbadala. Gawanya pointi 100 kati ya hizi mbadala nne, kulingana na kiwango ambacho kila mbadala ni sawa na shirika. Toa idadi ya juu ya pointi kwa mbadala ambayo ni sawa na shirika. (Kwa Sasa na Inapendekezwa kwa shirika lako).

1. Dominant (Now)

Divide 100 points for A, B, C and D

9. A. The organization is a very personal place. It is like an extended family. People seem *
to share a lot of themselves./Shirika ni mahali pa kibinafsi sana. Ni kama familia
iliyopanuliwa. Watu wanaonekana kuzungumzia mengi juu yao wenyewe.

Mark only one oval.

- ☐ 10
☐ 20
☐ 30
☐ 40

10. B. The organization is a very dynamic and entrepreneurial place. People are willing to stick their necks out and take risks./Shirika ni mahali penye nguvu na ujasiriamali. Watu wako tayari kuweka shingo zao nje na kuchukua hatari. *

Mark only one oval.

- ☐ 10
☐ 20
☐ 30
☐ 40

11. C. The organization is very results-oriented. A major concern is with getting the job done. People are very competitive and achievement-oriented./Shirika lina mwelekeo wa matokeo sana. Wasiwasi mkubwa ni kupata kazi hiyo. Watu ni washindani sana na wana mwelekeo wa mafanikio. *

Mark only one oval.

- ☐ 10
☐ 20
☐ 30
☐ 40

12. D. The organization is a very controlled and structured place. Formal procedures generally govern what people do./Shirika ni mahali pa kudhibitiwa sana na muundo. Taratibu rasmi kwa ujumla hutawala kile ambacho watu hufanya. *

Mark only one oval.

- ☐ 10
☐ 20
☐ 30
☐ 40

2. Organizational Leadership (Now)

Divide 100 points for A, B, C and D

13. A. The leadership in the organization is generally considered exemplifying mentoring, facilitating, or nurturing. /Uongozi katika shirika kwa ujumla huzingatiwa kuwa mfano wa ushauri, kuwezesha, au kulea. *

Mark only one oval.

- ☐ 10
☐ 20
☐ 30
☐ 40

14. B. The leadership in the organization is generally considered exemplifying entrepreneurship, innovation, or risk taking. /Uongozi katika shirika kwa ujumla huzingatiwa kuwa mfano wa ujasiriamali, uvumbuzi, au kuchukua hatari. *

Mark only one oval.

- ☐ 10
☐ 20
☐ 30
☐ 40

15. C. The leadership in the organization is generally considered exemplifying a no-nonsense, aggressive, results-oriented focus. /Uongozi katika shirika kwa ujumla huzingatiwa kuwa mfano wa mtazamo usio na upuuzi, uchokozi, unaolenga matokeo. *

Mark only one oval.

- ☐ 10
☐ 20
☐ 30
☐ 40

16. D. The leadership in the organization is generally considered exemplifying coordinating, organizing, or smooth-running efficiency./Uongozi katika shirika kwa ujumla huzingatiwa kuwa mfano wa uratibu, upangaji, au utendakazi mzuri. *

Mark only one oval.

- ☐ 10
☐ 20
☐ 30
☐ 40

3. Management of Employees (Now)

Divide 100 points for A, B, C and D

17. A. Management style is characterized by teamwork, consensus, and participation./Mtindo wa usimamizi una sifa ya kazi ya pamoja, makubaliano, na ushiriki. *

Mark only one oval.

- ☐ 10
☐ 20
☐ 30
☐ 40

18. B. Management style is characterized by individual risk taking, innovation, freedom, and uniqueness./Mtindo wa usimamizi una sifa ya kuchukua hatari ya mtu binafsi, uvumbuzi, uhuru na upekee. *

Mark only one oval.

- ☐ 10
☐ 20
☐ 30
☐ 40

19. C. Management style is characterized by hard-driving competitiveness, high demands, and achievement./Mtindo wa usimamizi una sifa ya ushindani wa kuendesha gari kwa bidii, mahitaji ya juu, na mafanikio. *

Mark only one oval.

- ☐ 10
☐ 20
☐ 30
☐ 40

20. D. Management style is characterized by security of employment, conformity, predictability, and stability in relationships./Mtindo wa usimamizi una sifa ya ushindani wa kuendesha gari kwa bidii, mahitaji ya juu, na mafanikio. *

Mark only one oval.

- ☐ 10
☐ 20
☐ 30
☐ 40

4. Organization Glue (Now)

Divide 100 points for A, B, C and D

21. A. The glue that holds the organization together is loyalty and mutual trust. Commitment to this organization runs high./Gundi inayoshikilia shirika pamoja ni uaminifu na kuaminiana. Kujitolea kwa shirika hili ni kubwa *

Mark only one oval.

- ☐ 10
☐ 20
☐ 30
☐ 40

22. B. The glue that holds the organization together is commitment to innovation and development. There is an emphasis on being on the cutting edge./Gundi ambayo inashikilia shirika pamoja ni kujitolea kwa uvumbuzi na maendeleo. Kuna msisitizo wa kuwa kwenye makali ya kukata. *

Mark only one oval.

- ☐ 10
☐ 20
☐ 30
☐ 40

23. C. The glue that holds the organization together is the emphasis on achievement and goal accomplishment./Gundi ambayo inashikilia shirika pamoja ni msisitizo juu ya mafanikio na kufikia lengo. *

Mark only one oval.

- ☐ 10
☐ 20
☐ 30
☐ 40

24. D. The glue that holds the organization together is formal rules and policies. Maintaining a smooth running organization is important./Gundi inayoshikilia shirika pamoja ni sheria na sera rasmi. Kudumisha shirika linaloendesha vizuri ni muhimu. *

Mark only one oval.

- ☐ 10
☐ 20
☐ 30
☐ 40

5. Strategic Emphases (Now)

Divide 100 points for A, B, C and D

25. A. Emphasizes human development, high trust, openness, and participation *
persist./Inasisitiza maendeleo ya binadamu, uaminifu wa juu, uwazi, na kuendelea kwa ushiriki.

Mark only one oval.

- ☐ 10
☐ 20
☐ 30
☐ 40

26. B. Emphasizes acquiring new resources, creating new challenges, trying new things *
and prospecting for opportunities are value./Inasisitiza kupata rasilimali mpya, kuunda changamoto mpya, kujaribu vitu vipya na kutazamia fursa ni thamani.

Mark only one oval.

- ☐ 10
☐ 20
☐ 30
☐ 40

27. C. Emphasizes competitive actions and achievement. Hitting stretch targets and *
winning in the marketplace is dominant./Inasisitiza hatua za ushindani na mafanikio.
Kupiga malengo ya kunyoosha na kushinda sokoni ni kubwa

Mark only one oval.

- ☐ 10
☐ 20
☐ 30
☐ 40

28. D. Emphasizes permanence and stability. Efficiency, control, and smooth operations are important./Inasisitiza utulivu, Ufanisi, udhibiti, na uendeshaji ni muhimu. *

Mark only one oval.

☐ 10

☐ 20

☐ 30

☐ 40

6. Criteria of success (Now)

Divide 100 points for A, B, C and D

29. A. The organization defines success on the basis of the development of human resources, teamwork, employee commitment, and concern for people./Shirika linafafanua mafanikio kwa msingi wa maendeleo ya rasilimali watu, kazi ya pamoja, kujitolea kwa wafanyakazi, na kujali watu. *

Mark only one oval.

☐ 10

☐ 20

☐ 30

☐ 40

30. B. The organization defines success on the basis of having the unique or newest products. It is a product leader and innovator./Shirika hufafanua mafanikio kwa msingi wa kuwa na bidhaa za kipekee au mpya zaidi. Ni kiongozi wa bidhaa na mvumbuzi. *

Mark only one oval.

☐ 10

☐ 20

☐ 30

☐ 40

31. C. The organization defines success on the basis of winning in the marketplace and outpacing the competition. Competitive market leadership is key./Shirika linafafanua mafanikio kwa msingi wa kushinda sokoni na kushinda ushindani. Uongozi wa soko la ushindani ni muhimu. *

Mark only one oval.

- ☐ 10
☐ 20
☐ 30
☐ 40

32. D. The organization defines success on the basis of efficiency. Dependable delivery, smooth scheduling, and low-cost production are critical./Shirika hufafanua mafanikio kwa misingi ya ufanisi. Uwasilishaji unaotegemewa, upangaji ratiba, na uzalishaji wa bei ya chini ni muhimu. *

Mark only one oval.

- ☐ 10
☐ 20
☐ 30
☐ 40

1. Dominant (Preferred)

Divide 100 points for A, B, C and D

33. A. The organization is a very personal place. It is like an extended family. People seem to share a lot of themselves./Shirika ni mahali pa kibinafsi sana. Ni kama familia iliyopanuliwa. Watu wanaonekana kuzungumzia mengi juu yao wenyewe. *

Mark only one oval.

- ☐ 10
☐ 20
☐ 30
☐ 40

34. B. The organization is a very dynamic and entrepreneurial place. People are willing to stick their necks out and take risks./Shirika ni mahali penye nguvu na ujasiriamali. Watu wako tayari kuweka shingo zao nje na kuchukua hatari. *

Mark only one oval.

- ☐ 10
☐ 20
☐ 30
☐ 40

35. C. The organization is very results-oriented. A major concern is with getting the job done. People are very competitive and achievement-oriented./Shirika lina mwelekeo wa matokeo sana. Wasiwasi mkubwa ni kupata kazi hiyo. Watu ni washindani sana na wana mwelekeo wa mafanikio. *

Mark only one oval.

- ☐ 10
☐ 20
☐ 30
☐ 40

36. D. The organization is a very controlled and structured place. Formal procedures generally govern what people do./Shirika ni mahali palipodhibitiwa na kupangwa sana. Taratibu rasmi kwa ujumla hutawala kile ambacho watu hufanya. *

Mark only one oval.

- ☐ 10
☐ 20
☐ 30
☐ 40

2. Organizational Leadership (Preferred)

Divide 100 points for A, B, C and D

37. A. The leadership in the organization is generally considered exemplifying mentoring, facilitating, or nurturing./Uongozi katika shirika kwa ujumla huzingatiwa kuwa mfano wa ushauri, kuwezesha, au kulea. *

Mark only one oval.

- ☐ 10
☐ 20
☐ 30
☐ 40

38. B. The leadership in the organization is generally considered exemplifying entrepreneurship, innovation, or risk taking./Uongozi katika shirika kwa ujumla huzingatiwa kuwa mfano wa ujasiriamali, uvumbuzi, au kuchukua hatari. *

Mark only one oval.

- ☐ 10
☐ 20
☐ 30
☐ 40

39. C. The leadership in the organization is generally considered exemplifying a no-nonsense, aggressive, results-oriented focus./Uongozi katika shirika kwa ujumla huzingatiwa kuwa mfano wa mtazamo usio na upuuzi, uchokozi, unaolenga matokeo. *

Mark only one oval.

- ☐ 10
☐ 20
☐ 30
☐ 40

40. D. The leadership in the organization is generally considered exemplifying coordinating, organizing, or smooth-running efficiency./Uongozi katika shirika kwa ujumla huzingatiwa kuwa mfano wa uratibu, upangaji, au utendakazi mzuri. *

Mark only one oval.

- ☐ 10
☐ 20
☐ 30
☐ 40

3. Management of Employees (Preferred)

Divide 100 points for A, B, C and D

41. A. Management style is characterized by teamwork, consensus, and participation./Mtindo wa usimamizi una sifa ya kazi ya pamoja, maafikiano, na ushiriki. *

Mark only one oval.

- ☐ 10
☐ 20
☐ 30
☐ 40

42. B. Management style is characterized by individual risk taking, innovation, freedom, and uniqueness./Mtindo wa usimamizi una sifa ya kuchukua hatari ya mtu binafsi, uvumbuzi, uhuru na upekee. *

Mark only one oval.

- ☐ 10
☐ 20
☐ 30
☐ 40

43. C. Management style is characterized by hard-driving competitiveness, high demands, and achievement./Mtindo wa usimamizi una sifa ya ushindani wa kuendesha gari kwa bidii, mahitaji ya juu, na mafanikio. *

Mark only one oval.

- ☐ 10
☐ 20
☐ 30
☐ 40

44. D. Management style is characterized by security of employment, conformity, predictability, and stability in relationships./Mtindo wa usimamizi una sifa ya usalama wa ajira, ulinganifu, kutabirika, na utulivu katika mahusiano. *

Mark only one oval.

- ☐ 10
☐ 20
☐ 30
☐ 40

4. Organization Glue (Preferred)

Divide 100 points for A, B, C and D

45. A. The glue that holds the organization together is loyalty and mutual trust. *
Commitment to this organization runs high./Gundi inayoshikilia shirika pamoja ni uaminifu na kuaminiana. Kujitolea kwa shirika hili ni kubwa.

Mark only one oval.

- ☐ 10
☐ 20
☐ 30
☐ 40

46. B. The glue that holds the organization together is commitment to innovation and development. There is an emphasis on being on the cutting edge. /Gundi ambayo inashikilia shirika pamoja ni kujitolea kwa uvumbuzi na maendeleo. Kuna msisitizo wa kuwa kwenye sehemu husika. *

Mark only one oval.

- ☐ 10
☐ 20
☐ 30
☐ 40

47. C. The glue that holds the organization together is the emphasis on achievement and goal accomplishment. / Gundi inayoshikilia shirika pamoja ni msisitizo wa mafanikio na utimilifu wa lengo *

Mark only one oval.

- ☐ 10
☐ 20
☐ 30
☐ 40

48. D. The glue that holds the organization together is formal rules and policies. *
- Maintaining a smooth running organization is important. /Gundi inayoshikilia shirika pamoja ni sheria na sera rasmi. Kudumisha shirika linaloendesha vizuri ni muhimu.

Mark only one oval.

- ☐ 10
- ☐ 20
- ☐ 30
- ☐ 40

5. Strategic Emphases (Preferred)

Divide 100 points for A, B, C and D

49. A. Emphasizes human development, high trust, openness, and participation persist. *
- /Inasisitiza maendeleo ya binadamu, uaminifu mkubwa, uwazi, na ushiriki huendelea.

Mark only one oval.

- ☐ 10
- ☐ 20
- ☐ 30
- ☐ 40

50. B. Emphasizes acquiring new resources, creating new challenges, trying new things and prospecting for opportunities are value. *
- /Inasisitiza kupata rasilimali mpya, kuunda changamoto mpya, kujaribu vitu vipya na kutazamia fursa ni thamani.

Mark only one oval.

- ☐ 10
- ☐ 20
- ☐ 30
- ☐ 40

51. C. Emphasizes competitive actions and achievement. Hitting stretch targets and winning in the marketplace is dominant. /Inasisitiza hatua za ushindani na mafanikio. Kupigania malengo Kwa kushinda sokoni ni kubwa. *

Mark only one oval.

- ☐ 10
☐ 20
☐ 30
☐ 40

52. D. Emphasizes permanence and stability. Efficiency, control, and smooth operations are important. / Inasisitiza kudumu na utulivu. Ufanisi, udhibiti, na uendeshaji ni muhimu. *

Mark only one oval.

- ☐ 10
☐ 20
☐ 30
☐ 40

6. Criteria of success (Preferred)
Divide 100 points for A, B, C and D

53. A. The organization defines success on the basis of the development of human resources, teamwork, employee commitment, and concern for people. / Shirika linafafanua mafanikio kwa msingi wa maendeleo ya rasilimali watu, kazi ya pamoja, kujitolea kwa mfanyakazi, na kujali watu. *

Mark only one oval.

- ☐ 10
☐ 20
☐ 30
☐ 40

54. B. The organization defines success on the basis of having the unique or newest products. It is a product leader and innovator. / Shirika linafafanua mafanikio kwa msingi wa kuwa na bidhaa za kipekee au mpya zaidi. Ni kiongozi wa bidhaa na mvumbuzi. *

Mark only one oval.

- ☐ 10
☐ 20
☐ 30
☐ 40

55. C. The organization defines success on the basis of efficiency. Dependable delivery, smooth scheduling, and low-cost production are critical. /Shirika hufafanua mafanikio kwa misingi ya ufanisi. Uwasilishaji unaotegemewa, upangaji ratiba, na uzalishaji wa bei ya chini ni muhimu. *

Mark only one oval.

- ☐ 10
☐ 20
☐ 30
☐ 40

56. D. The organization defines success on the basis of winning in the marketplace and outpacing the competition. Competitive market leadership is key. / Shirika linafafanua mafanikio kwa msingi wa kushinda sokoni na kushinda ushindani. Uongozi wa soko la ushindani ni muhimu. *

Mark only one oval.

- ☐ 10
☐ 20
☐ 30
☐ 40

- Mark only one oval.

Muc ☐ ☐ ☐ ☐ ☒ ☐ ☐ Much better

- Mark only one oval.

[illegible]

- Mark only one oval.

[illegible]

- Mark only one oval.

Muc ☐ ☐ ☒ ☐ ☐ ☐ ☐ Much better

67. 2. The organization I work for discloses information to applicants regarding the steps and criteria of the selection process.(Shirika ninalofanyia kazi hufichua maelezo kwa waombaji kuhusu hatua na vigezo vya mchakato wa uteuzi). *

Mark only one oval.

1 2 3 4 5

I tot: ☐ ☐ ☐ ☐ ☐ I totally agree

68. 3. The organization I work for communicates performance results to candidates at the end of the selection process.(Shirika ninalofanyia kazi huwasilisha matokeo ya utendaji kwa watahiniwa mwishoni mwa mchakato wa uteuzi). *

Mark only one oval.

1 2 3 4 5

I tot: ☐ ☐ ☐ ☐ ☐ I totally agree

69. 4. Selection tests of the organization where I work are conducted by trained and impartial people (Majaribio ya uteuzi wa shirika ninamofanyia kazi hufanywa na watu waliofunzwa na wasio na upendeleo). *

Mark only one oval.

1 2 3 4 5

I tot: ☐ ☐ ☐ ☐ ☐ I totally agree

70. 5. The organization I work for has competitive selection processes that attract competent people (Shirika ninalofanyia kazi lina michakato ya uteuzi yenye ushindani inayovutia watu wanaostahiki). *

Mark only one oval.

1 2 3 4 5

I tot: ☐ ☐ ☐ ☐ ☐ I totally agree

71. 6. The organization I work for uses various selection instruments (e.g. interviews, tests, etc.)(Shirika ninalofanyia kazi hutumia zana mbalimbali za uteuzi k.m. mahojiano, majaribio, n.k.) *

Mark only one oval.

1 2 3 4 5

I tot: ☐ ☐ ☐ ☐ ☐ I totally agree

72. 7. The organization I work for treats me with respect and attention.(Shirika ninalofanyia kazi linanitendea kwa heshima na uangalifu). *

Mark only one oval.

1 2 3 4 5

I tot: ☐ ☐ ☐ ☐ ☐ I totally agree

73. 8. The organization I work for is concerned with my well-being. (Shirika ninalofanyia kazi linahusika na ustawi wangu). *

Mark only one oval.

1 2 3 4 5

I tot: ☐ ☐ ☐ ☐ ☐ I totally agree

74. 9. In the organization where I work, there is an environment of understanding and confidence between managers and employees. (Katika shirika ambapo ninafanya kazi, kuna mazingira ya kuelewana na kujiamini kati ya wasimamizi na wafanyikazi). *

Mark only one oval.

1 2 3 4 5

I tot: ☐ ☐ ☐ ☐ ☐ I totally agree

75. 10. The organization I work for recognizes the work I do and the results I achieve e.g., in oral compliments, in articles in corporate bulletins, etc. (Shirika ninalofanyia kazi linatambua kazi ninayofanya na matokeo ninayopata (k.m., kwa pongezi za mdomo, katika makala katika kwa taarifa za ushirika, nk). *

Mark only one oval.

1 2 3 4 5

I tot: ☐ ☐ ☐ ☐ ☐ I totally agree

76. 11. The organization I work for favors autonomy in doing tasks and making decisions. (Shirika ninalofanyia kazi linapendelea uhuru katika kufanya). *

Mark only one oval.

1 2 3 4 5

I tot: ☐ ☐ ☐ ☐ ☐ I totally agree

77. 12. The organization I work for seeks to meet my needs and professional expectations. *
- (Shirika ninalofanyia kazi hutafuta kukidhi mahitaji yangu na matarajio yangu ya kitaaluma).

Mark only one oval.

1 2 3 4 5

I tot: ☐ ☐ ☐ ☐ ☐ I totally agree

78. 13. In the organization where I work, employees and their managers enjoy constant exchange of information in order to perform their duties properly. (Katika shirika ninalofanya kazi, wafanyakazi na wasimamizi wao wanafurahia kubadilishana mara kwa marataarifa ili kutekeleza majukumu yao ipasavyo). *

Mark only one oval.

1 2 3 4 5

I tot: ☐ ☐ ☐ ☐ ☐ I totally agree

79. 14. The organization I work for encourages my participation in decision-making and problem-solving. (Shirika ninalofanyia kazi huhimiza ushiriki wangu katika kufanya maamuzi na kutatua matatizo). *

Mark only one oval.

1 2 3 4 5

I tot: ☐ ☐ ☐ ☐ ☐ I totally agree

80. 15. In the organization where I work, there is an environment of trust and cooperation among colleagues. (Katika shirika ninalofanya kazi, kuna mazingira ya kuaminiana na ushirikiano miongoni mwa wenzake). *

Mark only one oval.

1 2 3 4 5

I tot: ☐ ☐ ☐ ☐ ☐ I totally agree

81. 16. The organization I work for encourages interaction among its employees e.g., social gatherings, social events, sports events, etc. (Shirika ninalofanyia kazi huhimiza mwingiliano kati ya wafanyikazi wake (k.m., mikusanyiko ya kijamiimi, hafla za kijamii, hafla za michezo, n.k.). *

Mark only one oval.

1 2 3 4 5

I tot: ☐ ☐ ☐ ☐ ☐ I totally agree

82. 17. The organization I work for follows up on the adaptation of employees to their functions. (Shirika ninalofanyia kazi hufuatilia urekebishaji wa wafanyikazi kwa kazi zao). *

Mark only one oval.

1 2 3 4 5

I tot: ☐ ☐ ☐ ☐ ☐ I totally agree

83. 18. In the organization where I work, there is a consistency between discourse and management practice. (Katika shirika ambapo ninafanya kazi, kuna uwiano kati ya mazungumzo na usimamizi. *

Mark only one oval.

1 2 3 4 5

I tota ☐ ☐ ☐ ☐ ☐ I totally agree

84. 19. I can use knowledge and behaviors learned in training at work. (Ninaweza kutumia *
maarifa na tabia nilizojifunza katika mafunzo kazini).

Mark only one oval.

1 2 3 4 5

I tota ☐ ☐ ☐ ☐ ☐ I totally agree

85. 20. The organization I work for helps me develop the skills I need for the successful *
accomplishment of my duties e.g., training, conferences, etc. (Shirika ninalofanyia kazi
hunisaikia kukuza ujuzi ninaohitaji kwa utimilifu wa majukumu yangu ya kazi .m.,
mafunzo, makongamano, n.k.).

Mark only one oval.

1 2 3 4 5

I tota ☐ ☐ ☐ ☐ ☐ I totally agree

86. 21. The organization I work for invests in my development and education, promoting my personal and professional growth in a broad manner e.g., full or partial sponsorship of undergraduate degrees, postgraduate programs, language courses, etc. (Shirika ninalofanyia kazi huwekeza katika maendeleo yangu na elimu kukuza yangu binafsina ukuaji wa kitaaluma kwa njia pana (k.m., ufadhili kamili au kiasi wa wahitimudigrii, programu za uzamili, kozi za lugha, n.k.). *

Mark only one oval.

1 2 3 4 5

I tot: ☐ ☐ ☐ ☐ ☐ I totally agree

87. 22. In the organization where I work, training is evaluated by participants. (Katika shirika ambapo ninafanya kazi, mafunzo yanatathminiwa na washiriki). *

Mark only one oval.

1 2 3 4 5

I tot: ☐ ☐ ☐ ☐ ☐ I totally agree

88. 23. The organization I work for stimulates learning and application of knowledge. (Shirika ninalofanyia kazi huchochea kujifunza na kutumia maarifa). *

Mark only one oval.

1 2 3 4 5

I tot: ☐ ☐ ☐ ☐ ☐ I totally agree

89. 24. In the organization where I work, training needs are identified periodically. (Katika shirika ambapo ninafanya kazi, mahitaji ya mafunzo yanatambuliwa mara kwa mara). *

Mark only one oval.

1 2 3 4 5

I tot: ☐ ☐ ☐ ☐ ☐ I totally agree

90. 25. The organization I work for provides basic benefits e.g., health care, transportation assistance, food aid, etc. (kazi hutoa manufaa ya kimsingi k.m., huduma za afya, usafirimsaada, msaada wa chakula, nk). *

Mark only one oval.

1 2 3 4 5

I tot: ☐ ☐ ☐ ☐ ☐ I totally agree

91. 26. The organization I work for has programs or processes that help employees cope with incidents and prevent workplace accidents. (Shirika ninalofanyia kazi lina programu au michakato inayowasaidia wafanyakazi kukabiliana na matukio na kuzuia ajali mahali pa kazi.) *

Mark only one oval.

1 2 3 4 5

I tot: ☐ ☐ ☐ ☐ ☐ I totally agree

92. 27. The organization I work for is concerned with the safety of their employees by having access control of people who enter the company building/facilities. (Shirika ninalofanyia kazi linahusika na usalama wa wafanyakazi wao kwa kuwa na ufikiaji udhibiti wa watu wanaoingia kwenye jengo la kampuni/vituo.) *

Mark only one oval.

1 2 3 4 5

I tot: ☐ ☐ ☐ ☐ ☐ I totally agree

93. 28. The organization I work for provides additional benefits e.g., membership in gyms, country clubs, and other establishments, etc. (Shirika ninalofanyia kazi hutoa manufaa ya ziada k.m., uanachama katika ukumbi wa michezo, nchivilabu, na taasisi nyingine, nk).

Mark only one oval.

1 2 3 4 5

I tot: ☐ ☐ ☐ ☐ ☐ I totally agree

94. 29. The facilities and physical condition (lighting, ventilation, noise and temperature) of the organization I work for are ergonomic, comfortable, and appropriate. (Vifaa na hali ya kimwili (taa, uingizaji hewa, kelele na joto) yashirika ninalofanyia kazi ni nzuri, zina starehe, na inafaa.) *

Mark only one oval.

1 2 3 4 5

I tot: ☐ ☐ ☐ ☐ ☐ I totally agree

95. 30. The organization I work for is concerned with my health and quality of life. (Shirika *
ninalofanyia kazi linajali afya yangu na ubora wa maisha).

Mark only one oval.

1 2 3 4 5

I tot: ☐ ☐ ☐ ☐ ☐ I totally agree

96. 31. The organization I work for discusses competency-based performance appraisal *
criteria and results with its employees. (Shirika ninalofanyia kazi hujadili vigezo vya
tathmini ya utendaji kulingana na uwezo na matokeo ya wafanyakazi wake).

Mark only one oval.

1 2 3 4 5

I tot: ☐ ☐ ☐ ☐ ☐ I totally agree

97. 32. In the organization where I work, competency-based performance appraisal *
provides the basis for an employee development plan. (Katika shirika ninalofanya kazi,
tathmini ya utendakazi inategemea umahiri unaotoa msingi kwa mpango wa maendeleo
wa wafanyikazi).

Mark only one oval.

1 2 3 4 5

I tot: ☐ ☐ ☐ ☐ ☐ I totally agree

98. 33. In the organization where I work, competency-based performance appraisal is the basis for decisions about promotions and salary increases. (Katika shirika ninalofanya kazi, tathmini ya utendaji kazi inategemea uwezo ikiwa ndiyo msingi wa maamuzi kuhusu kupandishwa vyeo na nyongeza ya mishahara). *

Mark only one oval.

1 2 3 4 5

I tot: ☐ ☐ ☐ ☐ ☐ I totally agree

99. 34. The organization I work for disseminates competency-based performance appraisal criteria and results to its employees. (Shirika ninalofanya kazi husambaza vigezo vya kutathmini utendaji kazi kulingana na uwezo na matokeo kwa wafanyakazi wake). *

Mark only one oval.

1 2 3 4 5

I tot: ☐ ☐ ☐ ☐ ☐ I totally agree

100. 35. The organization I work for periodically conducts competency-based performance appraisals. (Shirika ninalofanya kazi mara kwa mara hufanya tathmini za utendaji kulingana na umahiri). *

Mark only one oval.

1 2 3 4 5

I tot: ☐ ☐ ☐ ☐ ☐ I totally agree

101. 36. In the organization where I work, I get incentives such as promotions, commissioned functions, awards, bonuses, etc. (Katika shirika ninalofanya kazi, ninapata motisha kama vile kupandisha vyeo, kuagizwa kazi, tuzo, bonasi, nk).

*

Mark only one oval.

1 2 3 4 5

I tot: ☐ ☐ ☐ ☐ ☐ I totally agree

102. 37. In the organization where I work, my salary is influenced by my results. (Katika shirika ninalofanya kazi, mshahara wangu huathiriwa na matokeo yangu).

*

Mark only one oval.

1 2 3 4 5

I tot: ☐ ☐ ☐ ☐ ☐ I totally agree

103. 38. The organization I work for offers me a salary that is compatible with my skills, training, and education. (Shirika ninalofanyia kazi hunipa mshahara unaolingana na ujuzi wangu, mafunzo na elimu).

*

Mark only one oval.

1 2 3 4 5

I tot: ☐ ☐ ☐ ☐ ☐ I totally agree

104. 39. The organization I work for remunerates me according to the remuneration offered at either the public or private marketplace levels. (Shirika ninalofanyia kazi hunilipa kulingana na ujira unaotolewa katika mojawapo ya viwango vya soko la umma au la kibinafsi).

*

Mark only one oval.

1 2 3 4 5

I tot: ☐ ☐ ☐ ☐ ☐ I totally agree

105. 40. The organization I work for considers the expectations and suggestions of its employees when designing a system of employee rewards. (Shirika ninalofanyia kazi huzingatia matarajio na mapendekezo ya wafanyakazi wake wakati wa kuunda mfumo wa malipo ya wafanyikazi).

*

Mark only one oval.

1 2 3 4 5

I tot: ☐ ☐ ☐ ☐ ☐ I totally agree

Skip to question 106

Leadership Style (leader / Supervisor only) If you are not a leader in your organization, kindly go to the next section

This section has 35 questions. Respond to each question below according to the way you would be most likely to act as the leader of the group. For each question, answer whether you would be likely to behave in the described way: Always (A); Frequently (F); Occasionally (O); Seldom (S); or Never (N)

Sehemu hii ina maswali 45. Jibu kila swali hapa chini kulingana na njia ambayo unaweza kuwa na uwezekano mkubwa wa kutenda kama kiongozi wa kikundi. Kwa kila swali, jibu kama unaweza kuwa na tabia kama ilivyoielezwa: Daima (A); Mara kwa mara (F); Mara kwa mara (O); Mara chache (S); au Kamwe (N)

106. 1. I would most likely act as the spokesperson of the group./Kuna uwezekano mkubwa ningefanya kama msemaji wa kikundi

Mark only one oval.

- ☐ Always
☐ Frequently
☐ Occasionally
☐ Seldom
☐ Never

107. 2. I would encourage members to work long hours on this project. /Ningewahimiza wanachama kufanya kazi kwa muda mrefu kwenye mradi huu

Mark only one oval.

- ☐ Always
☐ Frequently
☐ Occasionally
☐ Seldom
☐ Never

108. 3. I would allow members complete freedom in their work. /Ningewapa wanachama uhuru kamili katika kazi zao.

Mark only one oval.

- ☐ Always
☐ Frequently
☐ Occasionally
☐ Seldom
☐ Never
☐ Option 6
☐ Option 7
☐ Option 8

109. 4. I would make uniform procedures for people to use. /Ningetengeneza taratibu zinazofanana kwa watu kutumia.

Mark only one oval.

- ☐ Always
☐ Frequently
☐ Occasionally
☐ Seldom
☐ Never

110. 5. I would permit the members to use their own judgment in solving problems. /Ningeruhusu wanachama kutumia uamuzi wao wenyewe katika kutatua matatizo.

Mark only one oval.

- ☐ Always
☐ Frequently
☐ Occasionally
☐ Seldom
☐ Never

111. 6. I would stress being ahead of competing groups. /Ningesisitiza kuwa mbele ya vikundi vinavyoshindana

Mark only one oval.

- ☐ Always
☐ Frequently
☐ Occasionally
☐ Seldom
☐ Never

112. 7. I would speak as representative of the group. /Ningesisitiza kuwa mbele ya vikundi vinavyoshindana

Mark only one oval.

- ☐ Always
- ☐ Frequently
- ☐ Occasionally
- ☐ Seldom
- ☐ Never

113. 8. I would needle members for greater effort. /Ningewadunga washiriki kwa juhudi zaidi

Mark only one oval.

- ☐ Always
- ☐ Frequently
- ☐ Occasionally
- ☐ Seldom
- ☐ Never

114. 9. I would try out my own ideas in the group. /Ningejaribu mawazo yangu katika kikundi.

Mark only one oval.

- ☐ Always
- ☐ Frequently
- ☐ Occasionally
- ☐ Seldom
- ☐ Never

115. 10. I would let members do their work the way they think best . /Ningewaacha washiriki wafanye kazi zao jinsi wanavyofikiri vyema

Mark only one oval.

- ☐ Always
☐ Frequently
☐ Occasionally
☐ Seldom
☐ Never

116. 11. I would work hard to get a better position or recognition of people I admire or work for. /Ningefanya bidii kupata cheo bora au kutambuliwa kwa watu ninaowapenda au kuwafanyia kazi.

Mark only one oval.

- ☐ Always
☐ Frequently
☐ Occasionally
☐ Seldom
☐ Never

117. 12. I would be able to tolerate postponement and uncertainty. Ningeweza kuvumilia kuahirishwa na kutokuwa na uhakika.

Mark only one oval.

- ☐ Always
☐ Frequently
☐ Occasionally
☐ Seldom
☐ Never

118. 13. I would speak for the group when visitors were present. /Ningezungumza kwa ajili ya kikundi wageni wanapokuwapo

Mark only one oval.

- ☐ Always
☐ Frequently
☐ Occasionally
☐ Seldom
☐ Never

119. 14. I would keep the work moving at a rapid pace. /Ningefanya kazi iendelee kwa kasi ya haraka

Mark only one oval.

- ☐ Always
☐ Frequently
☐ Occasionally
☐ Seldom
☐ Never

120. 15. I would let the members have a free rein. /Ningewaacha wanachama wawe na uhuru wa kujitawala

Mark only one oval.

- ☐ Always
☐ Frequently
☐ Occasionally
☐ Seldom
☐ Never

121. 16. I would settle conflicts when they occur in the group. /Ningesuluhisha migogoro inapotokea kwenye kikundi

Mark only one oval.

- ☐ Always
- ☐ Frequently
- ☐ Occasionally
- ☐ Seldom
- ☐ Never

122. 17. I would get swamped by details. /Napenda kupata kila kitu kwa maelezo

Mark only one oval.

- ☐ Always
- ☐ Frequently
- ☐ Occasionally
- ☐ Seldom
- ☐ Never

123. 18. I would represent the group at outside meetings. /Ningewakilisha kikundi kwenye mikutano ya nje.

Mark only one oval.

- ☐ Always
- ☐ Frequently
- ☐ Occasionally
- ☐ Seldom
- ☐ Never

124. 19. I would be reluctant to allow the members any freedom of action. /Nitasitasita kuwaruhusu wanachama uhuru wowote wa kutenda.

Mark only one oval.

- ☐ Always
- ☐ Frequently
- ☐ Occasionally
- ☐ Seldom
- ☐ Never

125. 20. I would decide what shall be done and how it shall be done. /Ningeamua nini kifanyike na jinsi kitakavyofanywa

Mark only one oval.

- ☐ Always
- ☐ Frequently
- ☐ Occasionally
- ☐ Seldom
- ☐ Never

126. 21. I would push for increased production. /Ningeshinikiza kuongeza uzalishaji.

Mark only one oval.

- ☐ Always
- ☐ Frequently
- ☐ Occasionally
- ☐ Seldom
- ☐ Never

127. 22. I would let some members have authority that I could keep. /Ningeruhusu baadhi ya wanachama wawe na mamlaka ambayo ningeweza kuyashika

Mark only one oval.

- ☐ Always
- ☐ Frequently
- ☐ Occasionally
- ☐ Seldom
- ☐ Never

128. 23. Things would usually turn out as I predict. /Kwa kawaida mambo yangetokea kama ninavyotabiri.

Mark only one oval.

- ☐ Always
- ☐ Frequently
- ☐ Occasionally
- ☐ Seldom
- ☐ Never

129. 24. I would allow the group a high degree of initiative. /Ningeruhusu kikundi kiwango cha juu cha kuanza mpango.

Mark only one oval.

- ☐ Always
- ☐ Frequently
- ☐ Occasionally
- ☐ Seldom
- ☐ Never

130. 25. I would assign group members to particular tasks. /Ningewapa washiriki wa kikundi kazi fulani.

Mark only one oval.

- ☐ Always
- ☐ Frequently
- ☐ Occasionally
- ☐ Seldom
- ☐ Never

131. 26. I would be willing to make changes. /Nitakuwa tayari kufanya mabadiliko

Mark only one oval.

- ☐ Always
- ☐ Frequently
- ☐ Occasionally
- ☐ Seldom
- ☐ Never

132. 27. I would ask the members to work harder. /Ningewaomba wanachama waongeze bidii zaidi.

Mark only one oval.

- ☐ Always
- ☐ Frequently
- ☐ Occasionally
- ☐ Seldom
- ☐ Never

133. 28. I would trust the group members to exercise good judgment. /Ningewaamini washiriki wa kikundi kutumia uamuzi mzuri.

Mark only one oval.

- ☐ Always
- ☐ Frequently
- ☐ Occasionally
- ☐ Seldom
- ☐ Never

134. 29. I would schedule the work to be done. /Ningepanga ratiba ya kazi ifanywe.

Mark only one oval.

- ☐ Always
- ☐ Frequently
- ☐ Occasionally
- ☐ Seldom
- ☐ Never

135. 30. I would refuse to explain my actions. /Ningekataa kueleza matendo yangu

Mark only one oval.

- ☐ Always
- ☐ Frequently
- ☐ Occasionally
- ☐ Seldom
- ☐ Never

136. 31. I would persuade others that my ideas are to their advantage. /Ningewashawishi wengine kwamba mawazo yangu ni kwa manufaa yao.

Mark only one oval.

- ☐ Always
☐ Frequently
☐ Occasionally
☐ Seldom
☐ Never

137. 32. I would permit the group to set its own pace. /Ningeruhusu kikundi kujiwekea mwendo wao wenyewe

Mark only one oval.

- ☐ Always
☐ Frequently
☐ Occasionally
☐ Seldom
☐ Never

138. 33. I would urge the group to beat its previous record. /Ningelitaka kundi lipige rekodi yake ya awali

Mark only one oval.

- ☐ Always
☐ Frequently
☐ Occasionally
☐ Seldom
☐ Never

139. 34. I would act without consulting the group. Ningechukua hatua bila kushauriana na kikundi.

Mark only one oval.

- ☐ Always
- ☐ Frequently
- ☐ Occasionally
- ☐ Seldom
- ☐ Never

140. 35. I would ask the group members to follow standard rules and regulations.
/Ningewaomba wanakikundi kufuata sheria na kanuni za kawaida.

Mark only one oval.

- ☐ Always
- ☐ Frequently
- ☐ Occasionally
- ☐ Seldom
- ☐ Never

Skip to question 141

Reward System Questionnaire

This section has 20 questions. Ask yourself: How satisfied am I with this aspect of my job?

1. Very Sat. Means I am very satisfied with this aspect of my job.
2. Sat. Means I am satisfied with this aspect of my job.
3. N means I can't decide whether I am satisfied or not with this aspect of my job.
4. Dissat. Means I am dissatisfied with this aspect of my job.
5. Very Dissat. Means I am very dissatisfied with this aspect of my job.

Sehemu hii ina maswali 20. Jiulize: Je, nimeridhika kwa kiasi gani na kipengele hiki cha kazi yangu?

1. Very Sat. Ina maana nimeridhika sana na kipengele hiki cha kazi yangu.
2. Sat. Ina maana nimeridhika na kipengele hiki cha kazi yangu.
3. N. Inamaanisha kuwa siwezi kuamua kama nimeridhika au la na kipengele hiki cha kazi yangu.
4. Dissat. Ina maana sijaridhika na kipengele hiki cha kazi yangu.
5. Very Dissat. Ina maana sijaridhika sana na kipengele hiki cha kazi yangu.

141. 1. Being able to keep busy all the time. /Kuweza kujishughulisha kila wakati *

Mark only one oval.

☐ Very Sat.

☐ Sat.

☐ N.

☐ Dissat.

☐ Very Disat.

142. 2. The chance to work alone on the job. /Nafasi ya kufanya kazi peke yako kwenye kazi. *

Mark only one oval.

☐ Very Sat.

☐ Sat.

☐ N.

☐ Dissat.

☐ Very Disat.

143. 3. The chance to do different things from time to time. /Nafasi ya kufanya mambo mbalimbali mara kwa mara. *

Mark only one oval.

☐ Very Sat.

☐ Sat.

☐ N.

☐ Dissat.

☐ Very Disat.

144. 4. The chance to be "somebody" in the community. /Nafasi ya kuwa "mtu" katika jamii. *

Mark only one oval.

- ☐ Very Sat.
- ☐ Sat.
- ☐ N.
- ☐ Dissat.
- ☐ Very Disat.

145. 5. The way my boss handles his/her workers. /Jinsi boshi wangu anavyowashughulikia wafanyakazi wake. *

Mark only one oval.

- ☐ Very Sat.
- ☐ Sat.
- ☐ N.
- ☐ Dissat.
- ☐ Very Disat.

146. 6. The competence of my supervisor in making decisions. /Uwezo wa msimamizi wangu katika kufanya maamuzi. *

Mark only one oval.

- ☐ Very Sat.
- ☐ Sat.
- ☐ N.
- ☐ Dissat.
- ☐ Very Disat.

147. 7. Being able to do things that don't go against my conscience. /Uwezo wa msimamizi *
wangu katika kufanya maamuzi.

Mark only one oval.

- ☐ Very Sat.
☐ Sat.
☐ N.
☐ Dissat.
☐ Very Disat.

148. 8. The way my job provides for steady employment. /Jinsi kazi yangu inavyonipatia *
ajira ya kutosha.

Mark only one oval.

- ☐ Very Sat.
☐ Sat.
☐ N.
☐ Dissat.
☐ Very Disat.

149. 9. The chance to do things for other people. /Nafasi ya kufanya mambo kwa ajili ya *
watu wengine.

Mark only one oval.

- ☐ Very Sat.
☐ Sat.
☐ N.
☐ Dissat.
☐ Very Disat.

150. 10. The chance to tell people what to do. /Nafasi ya kuwaambia watu nini cha kufanya.

*

Mark only one oval.

- ☐ Very Sat.
- ☐ Sat.
- ☐ N.
- ☐ Dissat.
- ☐ Very Disat.

151. 11. The chance to do something that makes use of my abilities. /Nafasi ya kufanya kitu kinachotumia uwezo wangu.

*

Mark only one oval.

- ☐ Very Sat.
- ☐ Sat.
- ☐ N.
- ☐ Dissat.
- ☐ Very Disat.

152. 12. The way company policies are put into practice. /Jinsi sera za kampuni zinavyotekelezwa.

*

Mark only one oval.

- ☐ Very Sat.
- ☐ Sat.
- ☐ N.
- ☐ Dissat.
- ☐ Very Disat.

153. 13. My pay and the amount of work I do. /Malipo yangu na kiasi cha kazi ninayofanya. *

Mark only one oval.

- ☐ Very Sat.
- ☐ Sat.
- ☐ N.
- ☐ Dissat.
- ☐ Very Disat.

154. 14. The chances for advancement on this job. /Nafasi za maendeleo kwenye kazi hii. *

Mark only one oval.

- ☐ Very Sat.
- ☐ Sat.
- ☐ N.
- ☐ Dissat.
- ☐ Very Disat.

155. 15. The freedom to use my own judgment. /Uhuru wa kutumia uamuzi wangu mwenyewe. *

Mark only one oval.

- ☐ Very Sat.
- ☐ Sat.
- ☐ N.
- ☐ Dissat.
- ☐ Very Disat.

156. 16. The chance to try my own methods of doing the job. /Nafasi ya kujaribu mbinu zangu za kufanya kazi. *

Mark only one oval.

- ☐ Very Sat.
- ☐ Sat.
- ☐ N.
- ☐ Dissat.
- ☐ Very Disat.

157. 17. The working conditions. /Mazingira ya kazi. *

Mark only one oval.

- ☐ Very Sat.
- ☐ Sat.
- ☐ N.
- ☐ Dissat.
- ☐ Very Disat.

158. 18. The way my co-workers get along with each other. /Jinsi wafanyakazi wenzangu wanavyoelewana. *

Mark only one oval.

- ☐ Very Sat.
- ☐ Sat.
- ☐ N.
- ☐ Dissat.
- ☐ Very Disat.

159. 19. The praise I get for doing a good job. /Sifa ninazopata kwa kufanya kazi nzuri. *

Mark only one oval.

- ☐ Very Sat.
- ☐ Sat.
- ☐ N.
- ☐ Dissat.
- ☐ Very Disat.

160. 20. The feeling of accomplishment I get from the job. /Hisia ya kufanikiwa ninayopata kutoka kwa kazi. *

Mark only one oval.

- ☐ Very Sat.
- ☐ Sat.
- ☐ N.
- ☐ Dissat.
- ☐ Very Disat.

Employee Behavior Questionnaire

This section has 17 statements and 4 questions. The statements are about how you feel at work. Please read each statement carefully and decide if you ever feel this way about your job. If you have never had this feeling, cross the '0' (zero) in the space after the statement as described below:-

Never: 0

Almost never: 2 (A few times, Once a year or less)

Rarely: 3 (Once a month or less)

Sometimes: 4 (A few times a month)

Often: 5 (Once a week)

Very often: 6 (A few times a week)

Always: 7 (Every day)

Sehemu hii ina kauli 17 na maswali 4. Taarifa zinahusu jinsi unavyohisi ukiwa kazini. Tafadhali soma kila taarifa kwa makini na uamue ikiwa utawahi kuhisi hivi kuhusu kazi yako. Ikiwa hujawahi kuwa na hisia hii, vuka '0' (sifuri) katika nafasi baada ya kauli kama ilivyoelezwa hapa chini:-

Kamwe: 0

Karibu kamwe: 2 (Mara chache, Mara moja kwa mwaka au chini)

Mara chache: 3 (Mara moja kwa mwezi au chini)

Wakati mwingine: 4 (Mara chache kwa mwezi)

Mara nyingi: 5 (Mara moja kwa wiki)

Mara nyingi sana: 6 (Mara chache kwa wiki)

Kila mara: 7 (Kila siku)

161. 1. At my work, I feel bursting with energy. /Katika kazi yangu, ninahisi kuishiwa nguvu.

Mark only one oval.

[illegible]

- Mark only one oval.

Ever ☐ ☐ ☒ ☐ ☐ ☐ ☐ ☐ Every day

- Mark only one oval.

Ever ○○○○○○○○ Every day

- Mark only one oval.

Ever ○ ○ ○ ○ ○ ○ ○ Every day

- Mark only one oval.

Ever ○○○○ Every day

166. 6. When I am working, I forget everything else around me. /Ninapofanya kazi, ninasahau kila kitu kingine karibu nami.

Mark only one oval.

[illegible]

167. 7. My job inspires me. /Kazi yangu inanita moyo *

Mark only one oval.

[illegible]

168. 8. When I get up in the morning, I feel like going to work. /Ninapoamka asubuhi, ninahisi kwenda kazini

Mark only one oval.

[illegible]

169. 9. I feel happy when I am working intensely. /Ninajisikia furaha ninapofanya kazi kwa bidii.

Mark only one oval.

[illegible]

170. 10. I am proud on the work that I do. /Ninajivunia kazi ninayofanya *

Mark only one oval.

0 1 2 3 4 5 6 7

Ever ○ ○ ○ ○ ○ ○ ○ Every day

171. 11. I am immersed in my work. /Nimezama katika kazi yangu. *

Mark only one oval.

[illegible]

172. 12. I can continue working for very long periods at a time. /Ninaweza kuendelea kufanya kazi kwa muda mrefu sana kwa wakati mmoja *

Mark only one oval.

[illegible]

173. 13. To me, my job is challenging. /Kwangu mimi, kazi yangu ni changamoto. *

Mark only one oval.

[illegible]

174. 14. I get carried away when I'm working. /Nakua niko mbali wakati ninafanya kazi. *

Mark only one oval.

0 1 2 3 4 5 6 7

Ever ○○○○○○ Every day

175. 15. At my job, I am very resilient, mentally. /Katika kazi yangu, nina ujasiri sana, kiakili. *

Mark only one oval.

0 1 2 3 4 5 6 7

Ever ○○○○○○ Every day

176. 16. It is difficult to detach myself from my job. /Ni vigumu kujitenga na kazi yangu. *

Mark only one oval.

[illegible]

177. 17. At my work I always persevere, even when things do not go well. /Katika kazi yangu mimi huvumilia kila wakati, hata wakati mambo hayaendi sawa *

Mark only one oval.

[illegible]

178. 18. Do you feel satisfied / contented working in this Organization?. Je, unajisikia kutosheka/kuridhika kufanya kazi katika Shirika hili? *

Mark only one oval.

- ☐ Yes
- ☐ No
- ☐ Not sure

179. 19. If your answer is "YES" in previous question. What is your reason. /Kama jibu lako ni "NDIYO" katika swali lililotangulia. Sababu yako ni nini.

Check all that apply.


- ☐ Leadership Style
- ☐ Organizational Structure
- ☐ Policy and Guidelines
- ☐ Reward System
- ☐ All of the above

180. 20. If your answer is "NO" in question above, explain the reason. /Kama jibu lako ni "HAPANA" katika swali hapo juu, eleza sababu

Check all that apply.

- ☐ Leadership Style
- ☐ Organizational Structure
- ☐ Policy and Guidelines
- ☐ Reward System
- ☐ All of the above

APPENDIX II: RESEARCH PERMIT FROM LPU AND ZANZIBAR

 **LOVELY
PROFESSIONAL
UNIVERSITY**
Transforming Education Transforming India

**School of Social Sciences
& Languages**

Dated: 26/04/2022

AUTHORITY LETTER

Dear Sir/Madam

Mr./Ms. Halima Ali Ahmada is a bonafide student of PhD (Psychology) of this University under registration no. 12100045 and pursuing research for completion of his/her dissertation. He/She may be allowed to consult your School/Institute/Library for collection of data. Your kind cooperation in this regard will be appreciated.

Thanking You

Yours Truly
Dr Rubina Fakhe
Rubina Fakhe
Supervisor

Jalandhar-Delhi G.T.Road, Phagwara, Punjab (India) - 144411
Ph : +91-1824-444289 Fax : +91-1824-506111 E-mail : ao.ledu@lpu.co.in website : www.lpu.in



REVOLUTIONARY GOVERNMENT OF ZANZIBAR

SECRETARY
ZANZIBAR RESEARCH COMMITTEE
P.O Box 2321, Mazizini, Zanzibar
Tel: 024 2231869
Fax: 024 2231742



RESEARCH/FILMING PERMIT

(This Permit is only Applicable in Zanzibar for duration specified)

Reference No#: 628F2D2FA56AB

SECTION

Name	HALIMA ALI AHMADA
Gender	F
Date and Place of Birth	1984-09-26, CHAKE CHAKE PEMBA
Nationality	Tanzanian
Data Collection Duration	12 Month(s)
Research Title	The Effects of Organizational Culture on Employee Behavior in Zanzibar Public and Private Organizations
Date of Issue	26-05-2022
Valid until	26-05-2023

Full Address of Sponsor

Name of the authorizing officer

Khamis Ali Foum

Signature and seal

Institution

Office of the Chief Government Statistician

Address

P.O.Box 2321, ZANZIBAR

Printed Date

26-05-2022



SERIKALI YA MAPINDUZI YA ZANZIBAR
AFISI YA MAKAMU WA PILI WA RAIS,

Simu : 0242231826
Nukushi: 0242231826
Barua pepe: info@ompr.go.tz
Tovuti : www.ompr.go.tz

S.L.P 239,
Mtaa wa Vuga,
Zanzibar, Tanzania

OMPR/M.95/C.6/3/VOL.IV/64

31/05/2022.

KATIBU MKUU,
WIZARA YA NCHI, ZIFISI YA RAIS, KATIBA, SHERIA,
UTUMISHI NA UTAWALA BORA,
ZANZIBAR.

MTAKWIMU MKUU,
OFISI YA MTAKWIMU MKUU WA SERIKALI,
ZANZIBAR.

MKURUGENZI,
OFISI YA BUNGE
ZANZIBAR.

KATIBU MKUU,
WIZARA YA ELIMU NA MAFUNZO YA AMALI,
ZANZIBAR.

MKURUGENZI MWEENDESHAJI,
MFUKO WA HIFADHI YA JAMII (ZSSF),
ZANZIBAR.

MKURUGENZI MWEENDESHAJI,
SHIRIKA LA BIASHARA LA TAIFA (ZSTC),
ZANZIBAR.

MKURUGENZI,
HOTELI YA OCEAN VIEW,
ZANZIBAR.

MKURUGENZI,
IDARA YA WATU WENYE ULEMAVU,
WIZARA YA NCHI AFISI YA MAKAMU WA KWANZA WA RAIS,
ZANZIBAR.

KAMISHNA,
JESHI LA POLISI,
ZANZIBAR.

MKURUGENZI,
KIJILI CHA SOS,
ZANZIBAR.

MKURUGENZI,
BARAZA LA MJI MKOANI,
PEMBA.

MKURUGENZI,
HUDUMA ZA MAKTABA,
MAKTABA KUU,
ZANZIBAR.

MKURUGENZI MKUU,
SHIRIKA LA UTANGAZAJI (ZBC),
ZANZIBAR.

MKURUGENZI,
ZANTEL,
ZANZIBAR.

MENEJA MKUU WA TAWI,
TAWI LA ZANZIBAR,
BENKI YA CRDB,
ZANZIBAR.

MENEJA,
ZAINAB BOTTLERS,
ZANZIBAR.

KUH: RUHUSA YA KUFANYA UTAFITI

Kwa heshima, naomba uhusike na mada ya hapo juu.

Serikali ya Mapinduzi ya Zanzibar imemruhusu Ndg. Halima Ali Ahmada mwanafunzi kutoka Chuo Kikuu cha *Lovely Professional University, India* anaesomea Shahada ya Uzamivu katika fani ya *Saikolojia* kufanya utafiti katika mada inayohusiana na *"The Effects of Organizational Culture on Employee Behavior in Zanzibar Public and Private Organizations"*. Utafiti huo utafanyika hapo kwenye Ofisi za ZSTC, Baraza la Mji Mkoani, Pemba, Ofisi ya Bunge, Wizara ya Elimu na Mafunzo ya Amali, ZSSF, Tume ya Utumishi, Hoteli ya Ocean View, Idara ya Walemavu, Maktaba Kuu, Wizara ya Mambo ya Ndani, SOS, ZBC Radioa na Mtakwimu Mkuu, Zanzibar kuanzia tarehe **30/05/2022** mpaka **25/05/2023**. Tunaomba asaidiwe ili aweze kukamilisha utafiti huo.

Kwa nakala ya barua hii mara baada ya kumaliza utafiti, mtafiti anatakiwa kuwasilisha nakala (copy) 3 za ripoti ya utafiti huo, Afisi ya Makamu wa Pili wa Rais - Zanzibar.

Naambatanisha na kivuli cha kibali cha kufanyia utafiti.

Wako mtiifu,

AMEIR M. USSI
KHAMIS H. JUMA,
/KATIBU MKUU,
AFISI YA MAKAMU WA PILI WA RAIS,
ZANZIBAR.

✓ NAKALA: Ndg. Halima Ali Ahmada (0776 000260/0656 999492).

APPENDIX III: SITE PHOTO



Researcher in the meeting with MCMP employee at South Region (Mkoani District) Pemba



Researcher in the meeting with MoEVT employee at North Region (Mjini District) Unguja

APPENDIX IV: LIST OF PUBLICATION AND CONFERENCES

i) Publication in Journal*

S. No	Journal indexing (Scopus/UGC/Web of Science)	Status of Paper (submitted / Accepted/ Published)	Type of Paper (Research / Review)	Journal Name	Title of the Paper	Volume, Issue Number & page Number	ISSN Number, Impact Factor/SJR	Whether this is Thesis Work (Yes / No)	Log Request ID or UMS
1.	Scopus	Published	Research	Library Progress International	The Effect of Leadership Style and Reward System on Employee Engagement: A Comparative Study on Organizational Culture of Public and Private Organization in Zanzibar	44(3) 6210-6217	0970-1052	Yes	
2.	Scopus & Web of Science	Published	Research	Pakistan Journal of Life and Social Sciences	The Impact of Individual Therapies on Employee Wellbeing: A critical Study	22(2) 6378-6384	1772-4915	Yes	
3.	Scopus	Published	Research	Journal of Positive School Psychology	The relationship between organizational structure and employee behaviour	6(8) 1959-1963		Yes	
4.	Scopus	Published	Research	European Chemical Bulletin	Factors Affecting Psychological Health and Career Choice	12(4) 438-448		No	

ii) Publication in Conference Proceeding*

S. No	Journal indexing (Scopus/UGC/Web of Science)	Status of Paper (submitted / Accepted / Published)	Type of Paper (Research / Review)	Journal Name	Title of the Paper	Volume, Issue Number & page Number	ISSN Number, Impact Factor/SJR	Whether this is Thesis Work (Yes / No)	Log Request ID or UMS
1.	Scopus & UGC	Published	Book	BIO Web of Conferences	Menstrual Cycle Effects on Mental Health Outcomes: An Ethnographic Study	86, 01011		No	

iii) Publication of Books/Book Chapter*

S. No	Journal Indexing (Scopus/UGC/Web of Science)	Status of Paper (submitted/ Accepted/ Published)	Book/Book Chapter	Book Book Title	Title of the Chapter	Volume, Issue Number & page Number	ISSN Number, Impact Factor/SJR	Log Request ID or UMS
1.	Web of Science	Published	Chapter	5Th International CEO Communication, Economics, Organization & Social Science Congress	The Effect of Leadership Style on Employee s' Behavior			
2.	Web of Science	Published	Chapter	5Th International CEO Communication, Economics, Organization & Social Science Congress	Factor Affecting Pemba's Adolescent's Psychological Health			
3.	IIP Series	Published	Chapter	Futuristic Trends in Social Sciences	Gender Predisposition in Indian Society: A Study on Violence Against Women	3 Book 11 Part 1 Chapter 1	978-93-5747-548-8	
4.	IIP Series	Published	Chapter	Futuristic Trends in Social Sciences	Balancing Acts: Navigating employee engagement and stress in the Modern Workplace	3, Book 14, Part 2, Chapter 5	978-93-5747-431-3	
5.	HSRA PUBLICATIONS;	Published	Book	Introduction to Psychology		1st edition	978-93-5506-747-0	
	HSRA PUBLICATIONS;	Published	Book	Principle of Criminal Psychology		1st edition	978-93-5506-996-2	

APPENDIX V: LIST OF CONFERENCES

1. International Conference on Feminine
2. 5th International Conference
3. 2nd International Conference on Current Trend in Multidisciplinary Research

APPENDIX V: IPR CERTIFICATE

IPR CERTIFICATE

 Extracts from the Register of Copyrights 	
प्रतिलिप्यधिकार कार्यालय, भारत सरकार Copyright Office, Government Of India <small>भारत सरकार, जलान्धार, पटना-144411</small>	
Registration Number: L-161979/2025 <small>Date: 22/12/2024</small>	
1. आवेदन संख्या/Registration Number 2. आवेदक का नाम, पता और राष्ट्रीयता <small>Name, address and nationality of the applicant</small>	LOVELY PROFESSIONAL UNIVERSITY, LOVELY PROFESSIONAL UNIVERSITY, JALANDHAR, DELHI-GT ROAD, PHAGWARA PUNJAB-144411 INDIAN
3. आवेदन के प्रतिलिप्यधिकार में अंतर्भूत होने वाले कार्य <small>Nature of the applicant's interest in the copyright of the work</small>	LITERARY/ DRAMATIC WORK
4. कार्य का वर्णन और श्रेणी <small>Class and description of the work</small>	THE IMPACT OF INCLUSIVE ORGANIZATIONAL CULTURE ON EMPLOYEES' ENGAGEMENT: A COMPARATIVE STUDY IN ZANZIBAR
5. कार्य का शीर्षक <small>Title of the work</small>	ENGLISH
6. कार्य की भाषा <small>Language of the work</small>	HALEMA ALI AHMADA, LOVELY PROFESSIONAL UNIVERSITY, JALANDHAR, DELHI-GT ROAD, PHAGWARA PUNJAB-144411 INDIAN
7. रचयिता का नाम, पता और राष्ट्रीयता <small>Name, address and nationality of the author</small>	DR. MOHAMMAD SALEEM, LOVELY PROFESSIONAL UNIVERSITY, JALANDHAR, DELHI-GT ROAD, PHAGWARA PUNJAB-144411 INDIAN
8. प्रकाशक का नाम, पता और राष्ट्रीयता <small>Name, address and nationality of the publisher</small>	ANDREW DIVERS, TEESIDE UNIVERSITY, TS1 3BX, UNITED KINGDOM-418121 BRITISH
9. प्रकाशन की तिथि और देश <small>Year and country of first publication</small>	UNPUBLISHED
10. प्रकाशकों के वर्ष और देश <small>Years and countries of subsequent publications</small>	NA
11. प्रतिलिप्यधिकार के अधिकारों के धारकों के नाम, पता और राष्ट्रीयता <small>Names, addresses and nationalities of the owners of various rights</small>	LOVELY PROFESSIONAL UNIVERSITY, LOVELY PROFESSIONAL UNIVERSITY, JALANDHAR, DELHI-GT ROAD, PHAGWARA PUNJAB-144411 INDIAN
12. प्रतिलिप्यधिकार के अधिकारों के धारकों के नाम, पता और राष्ट्रीयता <small>Names, addresses and nationalities of other persons, if any, authorized to assign or license the copyright</small>	NA
13. यदि कार्य एक 'सांस्कृतिक कार्य' है तो प्रकाशक के नाम, पता और राष्ट्रीयता <small>If the work is an 'Artistic work', the location of the original work, including name, address and nationality of the person in possession of the work</small>	NA
14. यदि कार्य एक 'सांस्कृतिक कार्य' है तो प्रकाशक के नाम, पता और राष्ट्रीयता <small>If the work is an 'Artistic work', the location of the original work, including name, address and nationality of the person in possession of the work</small>	NA
15. यदि कार्य एक 'सांस्कृतिक कार्य' है तो प्रकाशक के नाम, पता और राष्ट्रीयता <small>If the work is an 'Artistic work', the location of the original work, including name, address and nationality of the person in possession of the work</small>	NA
16. यदि कार्य एक 'सांस्कृतिक कार्य' है तो प्रकाशक के नाम, पता और राष्ट्रीयता <small>If the work is an 'Artistic work', the location of the original work, including name, address and nationality of the person in possession of the work</small>	NA
17. आवेदन की तिथि <small>Date of Application</small>	22/12/2024
18. रजिस्ट्रार की तिथि <small>Date of Receipt</small>	22/12/2024