

CONTRIBUTION OF EMPLOYEE ENGAGEMENT ON EMPLOYEE EFFECTIVENESS IN THE TANZANIA POLICE FORCE IN MOSHI MUNICIPALITY

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ABSTRACT

The study was on assessment of the contribution of Employees' Engagement (EE) on employees' effectiveness in the Tanzania Police Force (TPF) in Moshi Municipality. A concurrent research design was used with a mixed reserch approach involving quantitative and qualitative data collection. A sample of 80 participants who are police officers was used with 5 key informants interviwees. Data was collected through self-administered questioners and key informant interviews using an interview guide. The data reliability was ensured by employing triangulation method to validate the data using questionnaire and interviews. Then, analysis was done to get characteristics patern of the data obtained. Thereafter, an assessment of the employees effectiveness was done using deescriptive statistics analysis. It was found that, out of the twelve (12) analysed indicators tested revealed that, police officers were engaged and being effective in their duties. All respondents in the tested indicators rated with mean score of 3.6 and above in all item. It is concluded that, engegement in the TPF lead to effectiveness of employees hence organizational performance. The study recommend that, engagement should be taken as a human resource function aimed at increasing effectiveness for perfomance of TPF to keep employees effectiveness intact so that performance for the entire organization is realised at all times.

KEYWORDS: *Emplyees Engagement, Employees Effectiveness, TPF, Moshi Municipality.*

1. INTRODUCTION

A number of resources are important in making an organization operate at an efficient level. Among all the resources available, employees are the most crucial resource to enable an organization to compete and excel in any competitive marketplace as they play an important role in managing the organizational effectiveness (Agarwal & Lenka, 2018). This is enough evidence that, the efficiency and productivity of employees is vital for any organization to run sustainably

in its endeavor. A study by Kumari (2018) has shown that proper Human Resource practices can make a significant impact on firm performance by supporting programmes for improving organizational effectiveness, developing policies in various areas such as work-life balance, organization rules and regulations, employees' engagement and generally creating a great place to work. The biggest challenge confronting the management and the business leaders is on how to ensure their employees are not only physically present in the organization but also mentally and emotionally present (Kumari, 2018).

The concept of employees' engagement is becoming familiar to management of most organizations especially in the developing economies, and consequently, there is empirical study about this construct and the factors it affects (Rodrigues et al., 2019; Fait et al., 2021). Concepts like employee commitment, job satisfaction and organization citizenship according to Kumari (2018) began to emerge in a late 20th century. Fait et al., (2021) adds that, engagement is important to be examined within the public sector because it influences employees' performance, which affects how satisfied the public are with the services provided. Again, Fait et al (2021) argued that, the greater an employees' level of affective commitment, the stronger their engagement with the job and the higher their performance. This means that, when employees are engaged, their morale to work improves and deliver at a good level of performance.

Engagement according to Malik (2016) is described as a strategy to enhance the productivity and performance of an employee; it is also a process to ensure the commitment, motivation and contribution of an employee towards achieving the goals and values; it also goes with enhancing their own wellbeing. Thus, each organization must work to develop engagement of employees which encourages and motivates them to develop positive attitudes and behaviours which in turn will enable them to increase their performance to meet the objectives of an organization. Work engagement is one of the most important constructs of positive well-being at work, and of the adult's happiness (Nzewi et al., 2018). For that matter, work engagement is as a positive fulfilling work-related state of mind that is characterized by vigor, dedication, and absorption (Schaufeli et al., 2002). It is positively correlated with intrinsic motivation (Azim et al., 2019).

There are lot of the benefits with regards to the contribution of employees engagement when it comes to work performance. Researchers in Human Resource Management (HRM) acknowledge that, an engaged employee differs from an unengaged one in personal resources such as autonomy, optimism, self-esteem, and self-efficacy (Al-dalalmeh et al., 2018; Tian et al., 2019). An engaged employee is also willing to carry out both in-role behavior and extra-role behavior at work. Moreover, engaged employees are more oriented to intrinsic work values and rewards (Sortheix et al., 2013; Schreurs et al., 2014; Saito et al., 2018). This means tha, at some stage, employees are supposed to be recognised but also rewarded for the service rendered on top of what is regularly offered to them.

Police officers are exposed to high work-related stress (Anshel, 2000; McCreary et al., 2017), and it is for this reason worthwhile for researchers to investigate the relationships between work values and jobrelated well-being in some studies. In fact these studies looks at how employees engagement contribute to performance of the said employees. In this study, only one aspects of job-related to work performance is included: work engagement (positive aspect). Other researchers as said earlir has done on the same in different settings. For example, a study by Dylag et al. (2013) investigated these relationships. Others has assessed work values, and aimed to investigate the discrepancy between individual and organizational values (Russell, 2003; Bakker et al., 2012).

The Tanzania Police Force (TPF) as a public organization, with a mission of maintaining peace, security and tranquility according to Annex Two (2007), its efficiency is determined on the extent to which it provides maintenance of law and order services to the public by maintaining peace and harmony to contribute to the economic and production sector which eventually lead to the national development. As a result, the police force is responsible to make sure crimes are put to the lowest level possible. According to Mihayo (2018), crime is one of the main threats to public and individuals' safety, and is an obstacle for social, political, and economic development worldwide. He also argues that the crime rate in developed and in industrialized countries is considered to be higher than the developing countries due to an advancement of science and technology. The Tanzania Police Force (2017), as cited in Mihayo (2018), the rate of crime in has considerably increased from the mid-2000s. However, according to the Interpol data, the crime rate in Tanzania is low compared to the countries from Southern American, Northern America, Southern Asia and Southern Africa (Protus, 2018). Nevertheless, crimes in Tanzania are considered critical in the more urban regions for example Dar-es-salaam, Mwanza, Arusha, Mbeya and the regions which are nearby the countries with political instability for example Kagera, Kigoma, Mara and Kilimanjaro (TPF, 2020).

Correspondingly, the levels of public trust and confidence in the Police Force correspondingly continue to drop Elwin (2019). Areas of particular concern included increased road accidents, corruption, fraud, violence, terrorism and drug trafficking. Likewise, a consensus, according to (Mihayo, 2018; Protus, 2018), employees engagement has been developed world wide over the importance of reforming the police sector to strengthen effectiveness of work performance and improve on service delivery to the public. At the core of the respective transformation, Mlengi (2020) mentioned improvement of Human Resource Management, since the HRM factors are keys to various practices and roles of the police effectiveness which lead to their work performance particularly in Tanzania.

In order to attain the Tanzania Police Force vision and mission of maintaining peace, security and tranquility as stipulated in Section five of the Police Force and Auxiliary Services Act Cap 322, R.E 2002, Mlengi (2020) put advocates that, the Tanzania Police Force has been undergoing several reforms since independence to reflect the changing needs. For example, in 2006 the Tanzania Police Force introduced the Tanzania Police Reform Program 2007/2008 - 2014/2015 to improve effectiveness and performance through crime prevention as a response to the employee and labor relations laws, policies and procedures stipulated in Employee and Labor Relation Act.2004. The Act, according to Mlengi (2020) outlines the minimum requirements for safety, equitable working environment and ensuring that employees acquire both financial and non-financial incentives both geared at improving organizationa performance of the TPF.

Thus,the TPF developed plans and strategies, including specializing in modernization, professionalism and community policing to reflect the respective changing nature and needs of policing (Mkenga, 2020). The respective reforms aimed at modernizing the force, recruiting professional personnel and involving the community in policing. Mkenga (2020) emphasize by giving an example in East Africa that, even in Kenya despite the Kenyan government efforts to reform the Kenyan police force, criminal activities have been on the increase and it is feared the situation could get worse with the bigger East African Community (EAC) unless effectiveness of work performance is improved in the security organs. Masanja & Mwasongwe (2020) pinpointed that even in Cape Verde reform efforts was revealed that despite political stability and economic performance, there were reasons to fear an increase of violence, banditry and organized crime in the country.

2. Statement of the Problem

Performance in the Tanzania Police Force has been deteriorating as everyday criminal matters are being experienced (Masanja, 2020). It is apparent that increasing crime rate undermines public confidence on the police force effectiveness. In response to this situation, the police force has taken a number of measures including establishment of community policing which put more emphasis on using traditional security groups to supplement police works (TPF, 2018). Other similar effects were formulated including the adoption of ICT to deal with cyber offences, internal operations and joint operation efforts to curb armed robbery and corruption. Despite the effort since 2016/2017 onwards, crime has not yet declined. Every day respective headlines have been featured with crime and the public outcry has not stopped. The contribution of employees' engagement resulting into effectiveness of work performance in the TPF is important to see that the staff base is motivated to work partly from their own ideas (engagement effect) to bring about efficiency in performance. These calls for more study to assess whether the police force in terms of employees' engagement is contributing to effectiveness and enhance organizational performance. Equally important changes in technology, environment, work systems and management styles require possessing abilities, skills and knowledge to cope with many changes that are happening in the field of HRM for the police staff. Thus, this study is important and timely to assess employees engagement on effectiveness of organizational performance of the Tanzania Police Force.

1.2 Research Objective

To assess the contribution of employee engagement on employee effectiveness in the Tanzania Police Force in Moshi Municipality.

2. Theoretical Framework

Frederick Herzberg's well known Two-Factor Theory was designed in year 1959. Based on two hundred engineers and accountant feedback collected in the USA regarding their personal feelings towards their working environments, Herzberg defined two sets of factors in deciding employees working attitudes and level of performance, named Motivation & Hygiene Factors (Robbins, 2009). Motivation Factors are Intrinsic Factors that will increase employees' job satisfaction; while Hygiene Factors are Extrinsic Factors to prevent any employees' dissatisfaction. Herzberg furthered that full supply of Hygiene Factors will not necessary result in employees' job satisfaction. In order to increase employees' performance or productivity, Motivation factors must be addressed.

Herzberg in his theory advocates that, there existed a strong relationship with motivation and satisfaction of the employees which again impacts the employee engagement. Many motivational theories have a strong influence on the employee engagement, but Herzberg's two factor theory stands out as one of the key theory which influences the engagement. The theory describes two key characteristics of the job influences the job satisfaction while others will lead to job dissatisfaction. Famously known as motivator and hygiene factors, Herzberg has clearly identified the factors which results in the job satisfaction and others which will lead to job dissatisfaction. Usually motivation factors lead to satisfaction and hygiene factors lead to dissatisfaction. In turn motivation factors include achievement, sense of recognition for achievement, the kind of work itself, extent of responsibilities handled and proportionate growth or advancement. Key hygiene factors include types of company policy and administration, nature of supervision, kind of interpersonal relationship, working conditions, salary, status, security and

personal life. Motivation factors lead to the high job satisfaction and greater engagement while bad hygiene factors lead to job dissatisfaction and low levels of engagement

The theory is relevant to the current study as it emphasizes employees to be engaged through recognition that has an impact on employee productivity. The theory is relevant in such a way that the general idea of engaging is that the employee should fully be involved in different planning and activities, encouraged, and supported to be interested to really hold the commitment. While in other side without recognitions to employees it will discourage employees' engagement in the organizations. Therefore, organizations and employees both looks on two factor theory neither organization benefit from employees or employees benefit from organizations via engagement process.

3. Empirical Literature Review

Researchers in employees' engagement acknowledge that, job satisfaction, willingness to participate in different endeavors of organisations, self-efficacy and improved work among others bring about employees effectiveness (Rafferty et al., 2015; Ellis & Sorensen, 2017). Sandhya (2016) described engagement as a positive, fulfilling, work-related state of mind characterised by vigor, dedication, and absorption; but it is distinct and is expected to predict a full range of outcomes. Satisfaction among employees is desirable, but satisfied employees may not necessarily display vigor in their work. Employees committed to their organisations may not always have an in-depth commitment to their job. Satisfaction and loyalty are related to performance, but engagement appears overall to be a better predictor of employee performance. Over the years, the definition of employee engagement has evolved and is defined as it relates to the context in which it is used; hence, it is yet to be accrued any universal definition (Rafferty et al., 2015; Ellis & Sorensen, 2017). According to Ellis & Sorensen (2015), employee engagement is described within the context of a relationship between an employee and his employer; it relates to the ability of and opportunity given to an employee to willingly participate in the decision-making process and activities while also taking affirmative steps to further the organisations' prestige and interests. Engagement of employees with the organisation is how employees feel about their senior executives, the trust that the employees have in the values policies, fairness and the confidence in organisational leadership. The concept of employee engagement originates from two concepts organisation citizenship behaviour (OCB) and employee Commitment (Rafferty et al., 2015).

Some studies have diagnosed the field of employee engagement to determine the factors that will increase employee engagement resulting to effectiveness of workers in organisations(Armstrong et al. 2016). Armstrong (2016) advocates that, employees are willing and enthusiastic to work where they find meaning in the work they do. The workplace is the prime spot where employer and employee can come closer together for the benefit of both, the employee feels a sense of community, comfortable space for themselves and find opportunities to contribute to the growth of the organization. Armstrong et al. (2016) proposed a new model of engagement like the Maslow's need hierarchy has also been developed by the researchers where the lowest level is the basic need like pay and benefits; higher needs follow once the employee is satisfied to spot opportunities, the possibility of promotion and leadership and the final level of this hierarchy is aligning personal values with the values of the firm and discovering a common objective and a sense of connection. There must be more opportunities to grow and a robust employee-employer relationship for initiating employee engagement.

Work quality is very important in achieving organizational goals so that it can generate employee engagement for each individual (Alqarni, 2016). In the industrial sector, employee engagement has a major effect on the sustainability of the company and leads to better performance changes (Mokaya & Kipyegon, 2014). A person can be professional when they have engaged in their work. The higher the employee engagement, the better the quality of work obtained. Besides, cognitive, emotional, and physical conditions while working also needs to be considered (Alqami, 2016). However, the company fleas often occur which results in decreased quality of the organization and hinders the vision and mission. As a result employees become not satisfied with the job they think fits the criteria and result into turnover intentions (Biron & Boon, 2013; Caesen et al., 2014). But often HR that is not appropriate in implementing job description in the organization can affect the level of quality of the individual's performance. Quality human resources have a big impact on organizational goals, so there is a binding agreement that aims to foster organizational commitment (Cesario & Chambel, 2017).

Externally, employee engagement can be influenced by several factors, including the provision of appropriate and satisfying wages according to job level (Pang & Lu, 2018). Consistent communication within the organization can increase employee engagement to provide the best performance at work (García-Carbonell et al, 2018). A conducive work environment can provide good performance results for individuals (Lazauskaite-et al., 2018) as well as supportive colleagues in the workplace can increase job satisfaction and work performance (Yousef, 2017). Meanwhile, internally, employee engagement can be influenced by several factors, including self-efficacy (Sofiah & Kurniawan, 2019). Other findings show that a good quality of work-life increases employee engagement with their work (Alqarni, 2016). Besides, it was found that passion or obsession can also form a sense of engagement in their work (Burke et al., 2015; Ho et al., 2011; Purba & Ananta, 2018).

Employee engagement plays an important role in the organization so that it can improve individual performance which in turn can provide job satisfaction (Garg, Dar & Mishra, 2018). Training in service to other individuals is a supporting aspect at the employee engagement level (Johnson, Park & Bartlett, 2018). Various other aspects such as the character of the individual being served determine the level of engaged individuals in the organization (Wang & Chen, 2019). It has been identified various factors in shaping employee engagement behavior in an organization so that it can run well within the organization and how to improve the work performance of employee engagement that has been formed by individuals. Based on the background stated, the authors are interested in discussing employee engagement as a factor in efforts to improve the quality of performance in organizations.

4.1 Research Gap

A number of studies have been done as indicated in the literature (Peng et al., 2020; Masanja & Mwasongwe, 2020; Michael, 2019; Sambaiga, 2018; Mosha, 2019; Mkenga 2020; Azim et al., 2019; Radic et al., 2020) a few to mention. Most of the studies, are done in different parts of the world. While those studies which were done in Tanzania, did not focus on engagement reflecting effectiveness of employees on organizational performance of the Tanzania Police Force in Moshi Municipality. This study was intendend to fill that gap in the mentioned research area i.e Moshi Municipality.

4. Methodology

The study was done in Kilimanjaro Region at the Moshi Police Central found within Moshi Municipality. The study applied a concurrent research design with a mixed research where both qualitative and quantitative techniques were used. The design allows the data to be collected at a single point in time and is useful for description purposes as well as for determination of relationship between variables (Spector, 2019; Babbie *et al.*, 2001). The target population of the study was 391 police officers who are the NCOs and PCs in the Moshi Municipal Council. A systematic sampling technique was used to obtain respondents whereby a list of police officers were obtained from the Regional Police Commander (RPC). 80 police officers were selected as a sample size for the study. From each of the police officer cadres, a proportionate sampling was done to ensure that each cadre is appropriately represented in the sample. Validity was insured through discussion of the instrument with professionals in the department of Economics and Business Studies at the University while reliability was done through an alpha coefficient test. Both qualitative and quantitative data was collected using a structured questionnaire whereby a total of 80 copies of the questionnaire were administered to the TPF staff in the study area. Furthermore, Key Informant Interviews (KII) were done to collect qualitative data from the police top officials.

Quantitative data collected were cleaned, sorted, coded and entered into the Statistical Package for Social Sciences (SPSS). The information from the spreadsheet was made into frequency tables of chosen variables. The data was presented using tables of percentages to show data distribution among police officers included in the study. Analysis for the qualitative was done using content analysis where themes were developed from the interviews. Discussion of the findings obtained was enhanced through triangulation of the information in the quantitative and qualitative parts.

5. Findings And Discussion

5.1 Contribution of Engagement on Employees Effectiveness

Respondents were asked questions on a likert scale of 1 to 5 from strongly agreed to strongly disagreed. Results are presented in Table 1 below:

TABLE 1: CONTRIBUTION OF ENGAGEMENT ON EMPLOYEES EFFECTIVENESS AT TPF

Effect of transparency	SD n(%)	D n(%)	U n(%)	A n(%)	SA n(%)	M(SD)
I am completely involved in my work	25 (31.3)	11 (13.8)	2 (2.5)	18 (22.5)	12 (26.3)	12(26.3)
I am excited to come to work	6 (4.4)	12 (8.8)	15 (10.9)	35 (25.5)	69 (50.4)	4.1(1.2)
The day goes-by quickly because I am engaged in my work	14 (10.2)	11 (8)	16 (11.7)	34 (24.8)	62 (45.3)	3.9(1.3)
I am dedicated to do my best each work day	22 (16.1)	6 (4.4)	26 (19)	39 (28.5)	44 (32.1)	3.6(1.4)
I am completely focused on my job duties when I am at work	5 (3.6)	10 (7.3)	18 (13.1)	35 (25.5)	69 (50.4)	4.1(1.1)
My fellow organisational members adapt to difficult	5 (3.6)	20 (14.6)	23 (16.8)	38 (27.7)	51 (37.2)	3.8(1.2)

situations quickly						
My fellow organisational members always keep going during tough times	11 (8)	5 (3.6)	24 (17.5)	34 (24.8)	63 (46.0)	4.0(1.2)
Organisational members proactively identify future opportunities and challenges	3 (2.2)	0 (0)	19 (13.9)	43 (31.4)	72 (52.6)	4.3(0.9)
Organisational members take the initiatives to assist others when they need assistance	8 (5.8)	17 (12.4)	27 (19.7)	30 (21.9)	55 (40.1)	3.8(1.3)
I feel inspired to meet my work goals	17 (12.4)	25 (18.2)	19 (13.9)	29 (21.2)	47 (34.3)	3.6(1.4)

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

Based on the study objective which aimed at an assessment of the contribution of engagement on employees' effectiveness on organisational performance in the TPF, likert scale questions were developed and respondents were asked to rate their opinion from 1 to 5 by strongly agree to strongly disagree. Employees of the police force were supposed to indicate their level of agreement or disagreement to statements reflecting their effectiveness at work as a result of engagement in different matters at the TPF. Findings indicate that out of the study participants 25(31.5%)from TPFstrongly disagreed that as a result of engagement they are completely involved in their work. Furthermore, findings from the results show that 38 (27.7%) of the participants agreed and 59 (43.1%) strongly agreed that they are completely involved in their work which affect positively their effectiveness and hence the organization performance. This is to say that employees being involved with the work they do acquire the knowledge of the output expected which is essential for both employees and the TPF in general. The findings is in line with that of Sofiah & Kurniawan, (2019) who found that, involvement of employees in the tasks they do give them awareness of the job and become effective. The findings by Sofiah & Kurniawan (2019) revealed the relative importance of involvement to improve quality of work which in turn brings about good work performance of both employees at an individual level collectively bringing about organizational performance.

Likewise, 35 (25.5%) agreed and 69 (50.4%) strongly agreed on the excitement of going to work as a result of being engaged. This is actuallythe goals and priorities of every employer to see that employees are all the time motivated to work and impact on organizational performance. This means if TPFis able to keep employees all the time keeping employees excited to work will lead to a better and higher achievement of the tasks supposed to be done. This finding concurring with García-Carbonell et al, (2018) who concluded that, for employees to be effective at work, first they need to be motivated and exited to attaent at the work place but also with the work itself. This an evidence that, effectiveness of employees for work performance is also reflected from well engaged employees who are excited to go to work and are similarly related towards productivity. Hence engagement should be considered completely to entice employees for the work place and the job itself. The findings were also in agreement with key informants where one of them said that:

'For the police officer to be effective at work, he or she must be excited with the work they do. Without excitement, is an indication that the morale is down and so they are not motivated to

perform the work. Only that, as the police duties are done by commands, they have to attend the work'.(Interview conducted on 23rd July, 2022 at 14:00hrs)

Findings of the study also indicate that 34 (24.8%) of the respondents agreed and 62 (45.3%) strongly agreed that their work day goes-by quickly because they are engaged in the work they do. This finding may be an indication that staff are not bored with the tasks or assignments allocated to them. A bored staff normally find the day long and more conscious about time to vacate the work place. The findings is also supported by that of Purba & Ananta, (2018) who found that, engaged employees can help your organization achieve its mission, execute its strategy and generate important business results as a result of dedicating extra time for the job tasks. HR practices, including job design, recruitment, selection, and training; compensation, and performance management can enhance employee engagement resulting into organizational performance by improving numbers attached to their targets or physical results expected out of their performances.

On the dedication for doing their best each work day, 39 (28.5%) participants agreed and 44 (32.1%) strongly agreed that engagement has resulted into them being dedicated to work all the time and that has influenced on organizational performance. The facts of the results are that if TPF is engaging employees in their different activities that they are supposed to be doing, it is likely that employees become motivated to dedicate their time and energy to do their tasks each day. The findings are in agreement with that of Mlenge (2020) who found that, TPF has been undergoing a number of reforms including engagement to staff which is partly aimed at improving dedication of police officers to their duties. Thus, it is emphasized that dedication of employees need to be cultivated through HR practices like recognition, training and engaging staff in different matters taking into consideration of their ranks and specific duties assigned to them. The findings are also in agreement with the key informant where one of the them said the:

'Dedication to work for the police officers is an indication of effectiveness. One has to be dedicated to his work so that he or she can deliver as expected'.(Interview conducted on 22nd July, 2022 at 11:00hrs)

Furthermore, the study described 35 (25.5%) participants agreed and 69 (50.4%) strongly agreed that engagement has completely made them focused on their job duties when they are at work. Other contributors 38 (27.7%) agreed and 51 (37.2%) strongly agreed that through engagement, fellow organisational members adapt to difficult situations quickly as they get to know what is ahead of them. Thus, the study results imply that being engaged makes the employees more effective, committed and focused on what they are doing. Being aware and focused of the work, employees increase productivity for the Tanzania Police Force. Other scholars on employees effectiveness like (Mihayo, 2018; Protus, 2018) found that, employees engagement has been developed world wide over the importance of transforming the police sector to strengthen performance and improve on service delivery to citizens as a result of effectiveness of employees, a positive significant effect on engagement and productivity.

From Table 1, it was observed that 34 (24.8%) agreed and 63 (46.0%) strongly agreed that transparency result into effectiveness which have a relationships with the performance. This is the same as what was observed by Kim & Kim, (2016) who found the transparency of company information and service quality had a direct effect on customer loyalty and performance. Still, social accountability and reputation had a positive relationship with trust and satisfaction. So, in this study, we find a lesson that good customer relationships, openness to institutional work, and employee involvement are the best ways to succeed.

The results in Table 1, further shows that 43 (31.4%), agreed and 72 (52.6%) strongly agreed, that the organization's culture of open communication about information has an impact on the organization's performance. Open communication gives people the confidence to speak up. If there is no fear of punishment for offering genuinely constructive feedback then ideas get better, workplaces become safer, and systems get smoother. This was also advocated by Weber & Tarba, (2012) that lack of cultural integration among members in the organization is a primary cause of corporate group failure. Unless leaders are able to establish an effective organizational culture, the high level of diversification leads them to poor performance. 30 (21.9%) of the respondents agreed and 55 (40.1%) strongly agreed that the TPF demonstrates self-confidence and shows a willingness to put in the hard work necessary to improve their performance. The results are also supported with that of Andreas Wihler et al., (2017) with the results that employees can use skills and abilities to leverage personal initiative in ways that promote positive perceptions and evaluations of job performance from supervisors. Employee personal initiative process by demonstrating how employees' skills and abilities affect conscious, motivated, and goal-directed decisions to act proactively.

Likewise, the results in table 1 also indicated that 29 (21.2%) participants agreed and 47 (34.3%) strongly agreed that, as a result of engagement, oorganizational members proactively identify future opportunities and act positively to effectively work in the direction of change. This implies that members are positive to the changes and affect them basing on the trust they have with the organization management that basically enhances TPF performance. The result corresponds to that of Elwin (2019)who portrayed that organization management in the process of engaging staff to show direction of change and what employees should expect has a positive effect on effectiveness of employees and organizational performance in general..

Likewise, the study findings indicated that organisational members take the initiatives to assist others when they need assistance. The study found that engagement in relation to effectiveness of employees participant rated with mean score of 3.6 and above in all item. This implies that, as a result of engagement, employees are able to assist each other which results into effectiveness of the job done at that particular moment. Therefore, in general the consideration on how engagement lead to effectiveness of employees in TPF, the study results summarized that TPF aiming at increasing effectiveness for performance of an organization should be able to focus on the items that are necessary to keep employees effectiveness intact so that performance for the entire organization is realised.

6. CONCLUSSIONS AND RECOMMENDATIONS

From the research findings, most of the indicators analysed indicated that police officers are engaged with the tasks they do. However, caution should be taken while making conclusion of the study. Respondents in this study were the police officers who are trained to work under commands. There is a possibility that respondents might mix-up between commands and engagement as a technique of human resource management to enhance effectiveness of staff and hence organizational performance. However, it is concluded that, engagement as a way of increasing effectiveness of employees in TPF is working well and most police officers understand the concept and are able to rate it against effectiveness in organizational performance. It is therefore recommended that TPF should consider engagement as the one of the best practice to enhance effectiveness of employees and ultimately improve organization performance.

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