Original Research Article

The influence of organisational culture on employees' engagements in Tanzania: A Case of NSSF – Arusha regional headquarters

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The study used the descriptive and correlational analysis to examine the influence of organizational culture (measured by the core values of integrity, innovativeness, teamwork, accountability, and transparency) on employees' engagements (measured by strong financial management, high productivity, and employees' job satisfaction) in Tanzanian National Social Security Fund (NSSF). While there are many NSSF branches in Tanzania, Arusha regional headquarters was chosen as a case to represent the rest of the branches in the country. The study found out that changing procedures and regulations if they complement to existing culture do not significantly affect employees' engagement and job performance. Teamwork works to promote trust, enthusiasm to fulfillment of institutional goals and meets expectations. In order to enhance productivity and employee's engagement, the government and all development stakeholders must improve on their policies towards maintaining organization culture and meet the protective expectations of workers that promote their individual development in the long run. This can be done through provision of right chances of promotion and displaying job performance to individual workers.

Keywords: Institutional reforms, financial management, Integrity, organization culture, employee engagement, professionalism

INTRODUCTION

Organization culture is an important variable worth investigating in both public and private organizations. According to Wambugu (2014), organizational culture is said to comprise the unwritten customs, behaviors and beliefs that determine the "rules of the game" for decision-making, structure and power. The authors further argue that it is based on the shared history and traditions of the organization combined with current leadership values. Culture is one of important factors in for effective performance of organizations. Tampubolon (2004) argues that organizational culture is a pattern of rationale for determining or developing organizational members in overcoming problems by adapting from outside and

integrating into the organization so that employees can work hard for effective performance of the organization. Appropriate culture is an important variable for effective performance of the organization. This is supported by McDermott and Sexton (1998) in Brenyah and Tetteh (2016, p. 47) who contend that "culture is one of the important sources of competitive advantage and will always be as it affects organizational behaviour and performance either positively or negatively." Based on this background, it is assumed that appropriate organizational culture can be an effective means for a better organizational performance. Based on this fact, this study sought to establish the influence of organizational culture on

employees' engagements in Tanzania.

On the other hand, job engagement is a workplace approach resulting in the right conditions for all members of an organization to give of their best each day (AlHawamdeh et al., 2016). Njoroge et al. (2021) contended that engagement of workers, which relates to personal investment of individual physical, emotional and cognitive resources to role performance, has continued to gain prominence in human resource practice and theory. In their study about Work Engagement and Employees' Performance: Assessing the Linkage and Leverage in Classified Hospitality Firms in Kenya, they established that work engagement is connected to employees' motivation factors and is impacted by contextual factors. Organizations should manage the elements of motivation such as compensation and leadership support and job level elements such as decision making, scope of responsibility and supervision in order to create a climate for engaged workers. While various studies have investigated on organizational culture and employees' engagement, very few have sought to establish the effect of organizational culture on employees engagement especially in the context of Arusha Region, Tanzania. Based on this fact, this study investigated on the influence of organizational culture on employees' engagements in Tanzania: A case of NSSF in Arusha Region.

In the world of fast changing economy, flexibility of organizations is growing ever more important. Within this context organizations have started to realize even on a greater scale how important is to have the right people on the right places. Not even the best equipment is a guarantee for success if organizations do not have the right people to do the job. Every human has his/her own values that combined with other peoples values create organizational values and the purpose of this article is to study the influence of the organizational philosophy (values, mission vision) on employee engagements.

An understanding of organizational culture is essential for effective leadership and organizational performance. Leaders and managers will be better placed to implement strategy and achieve their goals if they understand the culture of their organization, (Omega, 2012). Strategies that are inconsistent with organizational culture are likely to meet with resistance and will be more difficult or even impossible to implement, while strategies that are in line with it will be easier to put into effect and more likely to succeed. It is also important to understand the existing culture of an organization when thinking of introducing changes.

Muthoni, (2012) note that it is possible not to assume that there is alignment of the core values in an organization. Because of personal and departmental differences, the shared experiences and day-to-day activities will influence the interpretation of the organizational reality. From this point of view, tuning a set of organizational core values is either difficult or even unrealistic. Not only the adoption of an official set of core values, also the implementation strategy is a process frequently underestimated by

managers. They often assume that, once formulated, values are actually felt and embraced by the employees.

Employee engagement is about striving to ensure that each employee fully cares for his or her job, the company he/she works for, and its customers, and ensuring that the employee is always committed to do his/her best in these respects. This will be manifest in the way the employee shows proactive enthusiasm for the job and takes ownership of his/her tasks. Employee engagement is a two-way street, a reciprocal relationship of trust and respect between employer and employee. According to, NikPenhale Smith, Engagement and commitment across Europe, 2014 said that "Australia nearly 35.4% at nearly 2% higher than Bulgaria in second place, Austria has the highest percentage of engaged and committed employees in Europe.

Brenyah and Obuobisa-Darko (2017) in Ghana observed the main three drivers of employee engagement to be better rewards, job rotation and enrichment, opportunity for growth and upward mobility within the organization. Researchers concluded that, when organization addresses the mentioned factors, it will reduce the intention to quit of its potential employees. Njuguna (2017) studied the relationship of organizational culture on employees engagement in Kenya and Tanzania and noted the great need for organizational culture to be security from harsh supervisors, support from leadership, innovative, and fair reward distribution to have positive association on employees' engagement.

METHODOLOGY

The study utilized the case study methodology to investigate on the influence of organizational culture on employees' engagements in Tanzania: A Case of NSSF in Arusha Region. While there are many branches of the National Social Security Fund in Tanzania, Arusha Region was selected as a case of the study under investigation. The choice of the methodology was informed by Zikmund (Retrieved 25th October, 2021) who argue that the business researcher can employ techniques from four basic categories to obtain insights and gain a clearer idea of the problem: previous research, pilot studies, case studies and experience survey. Therefore, case study was chosen to guide the study. The study further argue that a case study may describe the events of a specific company as it faces an important decision or situation, such as introducing a new product or dealing with some management crisis.

Descriptive analysis is a statistical method that determines various measures to describe characteristics of variables or phenomenon under study in terms of mean, variances, standard deviations, frequencies et cetera. The person correlation coefficient was employed to which particular independent variables are influencing dependent variables. It was used to find the correlation of employees' job engagement (dependent variable) in the NSSF fund and organizational culture based factors (independent variables). All relationships were evaluated at 95% level of

Figure 1: Pie Chart for the respondents' ratings on NSSF accountability cultural value

Source: Researcher computation, 2021

confidence, and estimations were subjected to various statistical tests (Kothari, 2004).

The targeted organization is the NSSF zonal headquarter which is among the two social security funds in Arusha region. According to the statistics from the Social security regulatory authority of Tanzania (2018) the NSSF institution has the total of 12 zonal headquarters and 31 branches, the study selected one zonal headquarter of Arusha region that have 55 workers in five departments namely; Human Resource Management, Accountancy department, Administration and User departments.

Non-probability sampling technique is used to select and ensure every department represents employees in a sample. Because of being expected to have experience of not less than 3 years and knowledge about organizational cultural practices in a fund, which influences employees' job engagements. The total population sampling procedure was employed to select all workers in each department as all employees fulfill the aforementioned characteristics.

Empirical Findings

The core value of integrity, innovativeness, teamwork, accountability, and transparency which form the organization culture at NSSF Arusha branch

The research findings revealed that the processes leading to organization culture at the NSSF Arusha branch are predominantly cultural based. The study shows that employees who join the entity from other institutions most of them are found to have already known the integrity conduct that it comes from cultural values that are arranged code of ethics to guide working procedures. The study revealed that integrity regulations acknowledge the efficiency, fairness and effectiveness in resource utilization and service to humanity overrides personal interests. The trainings and seminars done for new workers at the NSSF function like initiation to qualify them to think of integrity as a responsibility and not as an opportunity.

The most important variable prioritized by the respondents in the processes leading to integrity culture,

was institutional structure like respect regulations of position, policy guidelines and rules, seminar trainings, fair salary payments, family guides, leadership style etc. The second priority displays an exciting revelation – environment structure of modern technology. Institution leaders are aware that the rate of fraud and malpractices has changed though slowly over the past 6 years. The respondents, however, saw the responsibility of containing fraud and other malpractices as outside the scope of single entity alone in the public organizations. In their view the responsibility lies within the community or public policy.

The core value of accountability which form the organization culture at NSSF Arusha branch

The following pie chart (Figure 1) represents the responses of the questionnaire for the reasons that they advanced for each of the choices that they made.

Thirty two respondents out of fifty five equivalents to 58% considered systems for internal control in place as variable that has most importantly driven accountability, 13 respondents' equivalent to 24% views ongoing oversight and 7 respondents equivalent to 13% views assurance reviews and external verification and 3 respondents equivalent to 6% perceive remediation and external enforcement at the NSSF Arusha branch.

The following reasons were given for their choice: The employees' commitment in which functions are practiced at NSSF for the cultural practice to flourish. As the country is emphasising heavily on accountability most institutions are increasingly experiencing workers preference to honesty and integrity and commitment as the best choices to every public entity. Strong preference is ensured to successfully increase productivity in organizations.

The core value of transparency which form the organization culture at NSSF Arusha branch

The following pie chart (Figure 2) represents the responses of the questionnaire for the reasons that they advanced for each of the choices that they made.

Figure 2: Pie Chart for the respondents' ratings on NSSF transparency cultural value

Source: Researcher computation, 2021

Table 1. Perception of employees on integrity, innovativeness, teamwork, accountability, and transparency

Variables	Number of responses	Reasons for the choice
Perception of employees on integrity in the organization culture at NSSF Arusha branch	40 respondents out of 55 considered this variable as the most important for organization culture at NSSF Arusha branch. 15 respondents did not vote for	The reason advanced for not voting for this variable was that the respondents did not view this variable as being relevant to them. They argued that this variable falls within the scope of an individual worker rather than an institutional value in the organizational setting.
Perception of employees on innovativeness in the organization culture at NSSF Arusha branch	42 respondents out of 55 viewed this variable as the most important for organization culture at NSSF Arusha branch. 13 respondents did not vote for	They argued that the Organizational structures through country system and power of the government in the community can produce an attitude and behavior that promote the practice of innovations.
Perception of employees on teamwork in the organization culture at NSSF Arusha branch	55 respondents unanimously viewed this variable as the most important in explaining organization culture at NSSF Arusha branch	They apparently mentioned that teamwork is driven by both workers job spirit and guides and rules, incentives, motivations and coordination etc
Perception of employees on accountability in the organization culture at NSSF Arusha branch	55 respondents unanimously viewed this variable as the most important in explaining organization culture at NSSF Arusha branch	They argued that accountability is driven by proper legal and policy instruments that can be enforced to protect institutional and beneficiaries resources from frauds and corrupt workers
Perception of employees on transparency in the organization culture at NSSF Arusha branch	55 respondents unanimously viewed this variable as the most important in explaining organization culture at NSSF Arusha branch	They argued that accountability is driven by clear technical, legal and policy instruments that can be enforced to protect institutional and beneficiaries resources from frauds and corrupt workers

Thirty four respondents out of fifty five equivalents to 59% considered informed decision exist in place as variable that has most importantly driven transparency, 13 respondents' equivalent to 24% views clear job description and 6 respondents equivalent to 10% views balanced reports and 3 respondents equivalent to 07% perceive mechanism for individual participation operate at the NSSF Arusha branch.

Perception of employees on integrity, innovativeness, teamwork, accountability, and transparency as organization cultural values at NSSF Arusha branch

The following Table 1 presents the responses of the participants in the questionnaire and the reasons that they advanced for each of the choices that they made.

Figure 3: Pie Chart for the respondents' ratings on integrity and the employees' engagement at NSSF Arusha branch

Source: Researcher computation, 2021

Figure 4: Pie Chart for the respondents' ratings on innovativeness and the employees' engagement at NSSF Arusha branch

Source: Researcher computation, 2021

The relationship between the organization integrity, innovativeness, teamwork, accountability, and transparency and the employees' engagement at NSSF Arusha branch

The sample for the questionnaire consisted of 55 respondents who have experiences of performance behavior of workers in the NSSF and some beneficiaries who receive social security related services. This performance measures social security related services were specifically tailored by the two departments of: Department of Administration and Benefit. The respondents were arranged into two groups of twenty-two workers and 120 members who were given a list of the three variables which were identified in this study as relating to job performance.

The groups were given thirty data to brainstorm the variables and thereafter asked to report on the variable(s) which they considered to be the most important.

The organization integrity and the employees' engagement at NSSF Arusha branch

The following pie chart(Figure 3) presents the responses of the questionnaire for the reasons that they advanced for each of the choices that they made.

Thirty respondents out of fifty five equivalents to 54.5% considered this variable as the most important for enhancing strong financial results in the NSSF Arusha branch. 14(25.5%) considered integrity as the most important variable for enhancing productivity results.

Figure 5: Pie Chart for the respondents' ratings on teamwork and the employees' engagement at NSSF Arusha branch

Source: Researcher computation, 2021

11(20%) of the respondents considered this variable as the most important for promoting job satisfaction in the NSSF Arusha branch.

The organization innovativeness and the employees' engagement at NSSF Arusha branch

The following pie chart (Figure 4) presents the responses of the questionnaire for the reasons that they advanced for each of the choices that they made.

The majority of respondents 38 (69.09%) considered this variable as the most important for enhancing strong financial results in the NSSF Arusha branch. 11(20%) considered innovativeness as the most important variable for promoting workers job satisfaction results. 06(10.90%) of the respondents considered this variable as the most important for promoting workers' productivity results in the NSSF Arusha branch.

The organization teamwork and the employees' engagement at NSSF Arusha branch

The following pie chart (Figure 5) represents the responses of the questionnaire for the reasons that they advanced for each of the choices that they made.

The majority of respondents 41 (74.5%) considered this variable as the most important for enhancing strong financial results in the NSSF Arusha branch. 09(16.4%) considered teamwork as the most important variable for promoting workers promoting workers' productivity results. 05(9.1%) of the respondents considered this variable as the most important for promoting workers job satisfaction results in the NSSF Arusha branch.

The organization accountability and the employees' engagement at NSSF Arusha branch

The following pie chart (Figure 6) represents the responses

of the questionnaire for the reasons that they advanced for each of the choices that they made.

The majority of respondents 36 (66.0%) considered this variable as the most important for enhancing strong financial results in the NSSF Arusha branch. 15(26.50%) considered accountability as the most important variable for promoting workers promoting workers' productivity results. 04(7.5%) of the respondents considered this variable as the most important for promoting workers job satisfaction results in the NSSF Arusha branch.

The organization transparency and the employees' engagement at NSSF Arusha branch

The following pie chart (Figure 7) represents the responses of the questionnaire for the reasons that they advanced for each of the choices that they made.

The majority of respondents 24 (44.0%) considered this variable as the most important for enhancing strong financial results in the NSSF Arusha branch. 21(37%) considered transparency as the most important variable for promoting workers 'productivity results. 10 (19%) of the respondents considered this variable as the most important for promoting workers job satisfaction results in the NSSF Arusha branch.

H0: There is no statistically significant relationship between the organizational culture and the employees' engagement at the NSSF Arusha branch.

Results from the study showed that organizational culture has a positive and significant effect on employees' engagement, the value of correlational coefficient for integrity is 0.832 and statistically significant at P-value 0.01. The innovativeness culture reveals a positive and significant effect on employees' engagement, the value of correlational coefficient for integrity is 0.731 and statistically significant at P-value 0.01. Results from the study further showed that organizational culture has a positive and significant effect on employees' engagement;

Figure 6: Pie Chart for the respondents' ratings on accountability and the employees' engagement at NSSF Arusha branch

Source: Researcher computation, 2021

Figure 7: Pie Chart for the respondents' ratings on accountability and the employees' engagement at NSSF Arusha branch

Source: Researcher computation, 2021

Table 2. Correlations between variables

Variable		Integrity	Innovative.	Team work	Accounta bility	Transpar ency	Employees' engagement
Integrity	Pearson Correlation	1	0.0263**	0.153	0.379**	0.093**	0.832**
	Sig.	-	0.001	0.651	0.000	0.026	0.000
	N	55	55	55	55	55	55
Innovative.	Pearson Correlation	0.0263	1	0.372	0.284**	0.342	0.731**
	Sig.	0.001**	-	0.062	0.013	0.141	0.002
	N	55	55	55	55	55	55
Teamwork	Pearson Correlation	0.153	0.128**	1	0.016	0.614	0.612**
	Sig.	0.651	0.035	-	0.251	0.093	0.000
	N	55	55	55	55	55	55
Accountability	Pearson Correlation	0.379**	0.284**	0.016	1	0.281**	0.253*
	Sig.	0.000	0.013	0.251	-	0.006	0.027
	N	55	55	55	55	55	55
Transparency	Pearson Correlation	0.415	0.342	0.614	0.281**	1	0.516**
	Sig.	0.21	0.141	0.093	0.006	-	0.000
	N	55	55	55	55	55	55
Employees' engagement	Pearson Correlation	0.091	0.731**	0.612**	0.253*	0.516**	1
	Sig.	0.216	0.002	0.000	0.027	0.000	-
	N	55	55	55	55	55	55

Source: Researcher computation, 2021

Note: ** Statistically significant at 0.01 and * statistically significant at 0.05

the value of correlational coefficient for teamwork is 0.612 and statistically significant at P-value 0.01 (Table 2). The teamwork culture reveals a positive and significant effect on employees' engagement, the value of correlational coefficient for Accountability is 0.253 and statistically significant at P-value 0.01.

Results from the study showed that organizational culture has a positive and significant effect on employees' engagement, the value of correlational coefficient for Accountability is 0.253 and statistically not significant at P-value 0.01 except at P-value 0.05. The transparency culture reveals a positive and significant effect on employees' engagement, the value of correlational coefficient for transparency is 0.516 and statistically significant at P-value 0.01.

Conclusions

The study found out that changing procedures and regulations if they complement to existing culture do not significantly affect employees' engagement and job performance. In particular the study established that teamwork is working to promote trust, enthusiasm to fulfillment of institutional goals and meet expectations. The study also established that at NSSF Arusha branch there was high perceived financial stability and productivity contribution as a result of employees' integrity and teamwork. Furthermore, the study also established that at NSSF Arusha branch there was evidence of effects of new regulations and procedures that if organizational culture could not be strong could have led to lower performance. One of the leading roles of leadership has been to avoid discretion to workers in decision making.

Basing on these findings, the present study concludes that

In order to enhance productivity and employee's engagement in the NSSF organization, the government and all development stakeholders must improve on their policies towards maintaining organization culture and meet the protective expectations of workers that promote their individual development in the long run. This can be done through provision of right chances of promotion and displaying job performance to individual workers.

Recommendations

The main idea of this study was to assess the influence of organizational culture on employees' engagement in public sector institutions. The implications of these findings were analyzed and recommendations for practice, policy makers as well as for further researches were made.

Government

For government to promote and maintain employee engagement and job performance the legal system must maintain standards of practices by supporting leaders of

organizations whenever they face challenges that need be addressed for workers betterment, should ensure that in place there are strategies that protect workers conditions and benefits to continue with the trust and cooperation for public services. Other policy measures can be provision of positive incentives to increase time and effort commitment to work, for example fair appraisal, observance of scheme of services as well as other motivations that can meet their expectations and value for them.

Organizational Management

The top management needs to know and measure productivity of workers. Nevertheless, in the NSSF the need to maintain employees' team work cultural value as recommended to have contribution on stabilizing the organization. For workers need to maintain adherence to those espoused core values of the organization to raise more performance and maintain customer satisfaction. There is a need for the workers to feel part of the fund by cooperating fully when involved in decision making. Workers should maintain cooperation with the top management to ensure that financial results, productivity and job satisfaction goals are achieved consistently.

Nevertheless, in the NSSF the employees' team work cultural value is recommended to have contribution on stabilizing the organization.

Conflict of Interests

The authors declare that there is no conflict of interests regarding the publication of the paper

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