AN INVESTIGATION OF THE IMPACT OF EMPLOYEE ENGAGEMENT ON ORGANISATIONAL PERFORMANCE. A CASE STUDY OF NATIONAL RAILWAYS OF ZIMBABWE (HARARE).

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NRZ was facing a decline in its organizational performance as it was characterized by high rates of customer dissatisfaction, high levels of stress, absenteeism and high levels of centralization in decision making that cost the company. Moreover, there had been no career growth opportunities for staff and lack of alignment between employee and company performance, resulting in increased operating costs, decrease in production and poor results. Therefore, the researcher sought to establish the impact of employee engagement on performance of NRZ. The research was carried out in Harare, NRZ. The study applied the case study research design and data was collected using questionnaires and interviews. A hundred questionnaires were distributed and ninety-one were returned. The sample had 30 managerial and 70 non-managerial employees. The research findings were presented using pie charts, graphs and tables. The research established that there was a strong positive relationship between employee engagement and organisational performance. The findings also revealed that the outcomes of employee engagement were employee retention, job satisfaction and organizational citizenship behaviour. In addition, the research identified various factors that enhance employee engagement but the chief factor was the involvement of employees in decision making. Therefore, in view of the conclusion and findings of the research the study recommended that NRZ should involve employees in decision making and align employees to organisational performance so as to improve engagement of employees.