

Job Satisfaction and Employee Performance in Tanzania: A Study of Tanzania Institute of Education

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Abstract

This study investigates the relationship between job satisfaction and employee performance in the Tanzanian public sector, with a specific focus on the Tanzania Institute of Education. This study examines the impact of work benefits on employee performance, the influence of co-worker support on employee performance, and the relationship between managerial support and employee performance. A survey was administered to a sample of 99 employees, and data were analyzed using descriptive statistics and multiple regression analysis with SPSS. The findings indicate that work benefits have a positive influence on employee performance, as well as co-worker and managerial support. Specifically, the results show that employees who receive adequate work benefits, enjoy strong co-worker support, and receive effective managerial support exhibit higher levels of job satisfaction, which, in turn, leads to improved employee performance. The study concludes that Tanzania Institute of Education should prioritize job satisfaction dimensions, particularly those related to co-worker and managerial support, to enhance employee performance. The findings have implications for human resource management practices in the education sector, highlighting the importance of fostering a positive work environment that supports employee well-being and motivation.

Keywords: Work Benefits; Employee Performance; Tanzania; Tanzania Institute of Education; Co-worker

1. Introduction

The public sector, particularly in Tanzania, faces unique challenges that can impact employee performance. The politicized nature of the sector and the rigidity of accountability standards can limit employee flexibility and autonomy, the flexibility and autonomy of employees, leading to restricted job satisfaction (Taylor & Westover, 2011). However, employee performance is a critical aspect of an organization's success because people are its most valuable resource (Ngirwa, 2005).

Numerous factors can influence employee performance, including adaptability, skill flexibility, and job challenges (Diamantidis & Chatzoglou, 2018). Strong organizational support systems, such as managerial support, training culture, and job challenges, can enhance employee performance (Ng & Feldman, 2009). Additionally, job satisfaction is a multidimensional concept that encompasses various aspects, including core task performance, citizenship behavior, and destructive behavior (Ariani, 2013; Sajid & Siddiqui, 2017).

The present study investigates the impact of job satisfaction on employee performance in the public sector in Tanzania. Specifically, it examines the influence of work benefits, co-worker support, and managerial support on employee performance. These dimensions are crucial for understanding how employees perceive job satisfaction and how it affects their performance.

Previous studies have demonstrated that job satisfaction is positively correlated with employee performance in various sectors (Octavianna et al., 2017; Stankovska et al., 2017; Asgari et al., 2017). However, there is a need to investigate specific job satisfaction dimensions in the public sector in Tanzania. This study contributes to filling this gap by examining the relationships among work benefits, co-worker support, managerial support, and employee performance.

The literature suggests that work benefits are essential for increasing motivation and performance (Choma & Baruah, 2014). Coworker support can also enhance the workplace environment and influence employee performance levels (Emilova, 2014). Managerial support can motivate employees to commit to their jobs for longer periods by providing a sense of future prospects with the organization (Prince, 2005).

2. Methods

Research design and study area

This study used a correlational/relational research design to examine the effect of job satisfaction on employee performance at the Tanzania Institute of Education (TIE). In contrast, the area of study was the Tanzania Institute of Education. The reason for choosing this area was that its public sector in Tanzania and the location was reachable and the researcher was able to obtain relevant data due to the presence of key people that were willing to support the study. The study area was also preferred because it was convenient to the researcher in obtaining data and therefore it was selected based on efficiency. This enabled the researcher to access the data required to conduct the study. Therefore, a researcher visited the above-mentioned institute to collect quantitative data.

Sample size and sampling techniques

This study used a targeted population of 99 employees, which includes management and operational level at Tanzania Institute of Education; since the study population was small, the study used the entire population to generalize the findings.

Research instruments

Primary data are collected during experimental or descriptive research by conducting experiments, performing surveys, or by observation or direct communication with respondents. Several methods for collecting primary data include interviews, observations, and questionnaires; however, this quantitative study used questionnaires

Data analysis

Data analysis is the process of evaluating data using analytical or statistical tools to discover useful information (Buchbinder, 2011). This study used multiple regressions to analyze quantitative data (Hair *et al*, 2011). Once data were collected and sorted using these techniques, the results were presented in table form and interpreted to generalize the findings and draw conclusions.

3. Results And Discussion

Correlation coefficient

After running a multivariate regression in SPSS software, Pearson’s correlation indicates that employee performance has a strongly positive correlation with co-worker support (CS) and work benefit (WB), and employee performance has an insignificant positive correlation with managerial support, as presented in the table below.

Table 1: Correlation coefficient

Variables	MS	CS	WB	EP
EP	0.170	0.870**	0.760**	1

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

Inferential findings

Pallant (2002) asserted that inferential findings fall under the three categories of multiple regression, and the remaining two categories include simultaneous and sequential multiple regressions.

Table 2: Model Summary

Model	R	R Square	Adjusted R-squared value	Std. Error in Estimate
1	.920	.847	.841	.19284

From the table above, it indicates that the predictors (Managerial Support (MS), Co-worker Support (CS), and Work Benefit (WB)), which are independent variables with $R^2 = 0.847$, elucidate and discuss 84.7% of the dependent variable, which is employee performance, while 15.3% was explained by other researches.

ANOVA

Based on Table 3, the magnitude of the ANOVA count indicates that the regression model has a value of 158.434 and a significance value (p-value) of $0.000 < 0.05$. Moreover, this means that the model is correct in predicting that the effect of x_1 (work benefit), x_2 (co-worker support), and x_3 (managerial support) on Y (employee performance) is 31.9%. The remaining 68.1% is explained by other variables outside the model, such as work motivation, leadership, and work discipline.

Table 3: Summary of ANOVA results

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	17.675	3	5.892	158.434	.000 ^b
	Residual	3.198	86	.037		
	Total	20.873	89			

Generally, multiple regression models were run to predict the effect of employee performance from Work benefits, Co-worker support, and Managerial support. These variables statistically significantly predicted employee performance: $F(3, 89) = 158.434$, $P\text{-Value} = 0.001$, $R^2 = 0.841$. All three variables were added to the prediction, $p < 0.05$. This suggests that the model as a whole should be significant and that the null hypothesis should be rejected.

Coefficient Table for testing hypotheses

Table 4: Coefficient Table- Testing Hypotheses

Model		Beta	T	Sig.
	WB --->EP	.333	6.085	.001
	CS--->EP	.709	12.248	.001
	MS--->EP	.141	3.100	.003

Hypothesis 1: Work benefits influence employee performance at the Tanzania Institute of Education.

This study assessed the influence of work benefits on employee performance at the Tanzania Institute of Education. The results revealed a positively significant impact of work benefits on employee performance (Beta = 0.333, P-Value = 0.001). Statistically, Hypothesis 1 is accepted at a 95% confidence level, as the P-Value is less than 0.05. The findings indicate that a one-unit increase in work benefits results in a 33.3% improvement in employee performance. These results align with existing literature and are further supported by recent studies that emphasize the critical role of work benefits in enhancing employee outcomes.

The study's findings support the hypothesis that work benefits (WB) have a positive and significant influence on employee performance (EP) at the Tanzania Institute of Education. The strong correlation between WB and EP (Beta = 0.333, P-Value = 0.001) underscores the importance of WB as a key driver of employee performance. This finding is consistent with earlier research by Kerlinger and Lee (2000), who highlighted the role of organizational incentives in shaping employee behavior and outcomes. Furthermore, the results resonate with recent studies that have explored the evolving nature of work benefits in the modern workplace.

For instance, a study by Albrecht et al. (2021) found that comprehensive work benefits, including health insurance, flexible work arrangements, and professional development opportunities, significantly enhance employee engagement and performance. Similarly, a meta-analysis by Jiang et al. (2022) demonstrated that organizations offering robust benefits packages experience higher levels of employee retention, satisfaction, and productivity. These findings suggest that work benefits are not only a motivational tool but also a strategic investment in human capital.

The study's results also align with the findings of Ojokuku and Akanbi (2015), who emphasized the importance of training, rewards, and incentives in boosting employee morale and competitiveness. Recent research by Deery and Jago (2022) further supports this, showing that employees who perceive their benefits as fair and comprehensive are more likely to exhibit higher levels of commitment and performance. This is

particularly relevant in the context of public sector organizations, where resource constraints often limit the ability to offer competitive salaries, making non-monetary benefits a critical component of employee motivation.

Moreover, the study's findings are consistent with the broader literature on employee well-being and performance. For example, a study by Kim and Park (2023) found that work benefits such as mental health support, wellness programs, and work-life balance initiatives significantly improve employee performance by reducing stress and enhancing job satisfaction. These findings highlight the importance of adopting a holistic approach to work benefits that addresses both the physical and psychological needs of employees.

The implications of these findings are significant for organizational leaders and HR practitioners at the Tanzania Institute of Education. The results suggest that work benefits should be prioritized as a key factor in developing overall strategic plans to improve employee performance. This can be achieved by implementing effective compensation and benefits packages, providing regular training and development opportunities, and fostering a positive working environment that supports employee growth and well-being. By doing so, organizations can reap the benefits of increased employee satisfaction, engagement, and productivity (Locke & Latham, 2002).

In addition, the study's findings underscore the need for organizations to adapt their benefits strategies to the changing needs of the workforce. For example, recent trends such as remote work and hybrid work models have highlighted the importance of flexible work arrangements as a critical component of work benefits. A study by Gajendran et al. (2023) found that employees who have access to flexible work options report higher levels of job satisfaction and performance, further emphasizing the need for organizations to innovate their benefits offerings.

Hypothesis2: Co-worker support influences employee performance at Tanzania Institute of Education.

This study assessed the influence of co-worker support on employee performance at the Tanzania Institute of Education. The results revealed a positive and significant impact of co-worker support on employee performance (Beta = 0.709, P-Value = 0.001). Statistically, Hypothesis 2 is accepted at a 95% confidence level, as the P-Value is less than 0.05. The findings indicate that a one-unit increase in co-worker support results in a 70.9% improvement in employee performance. These results align with existing literature and are further supported by recent studies that emphasize the critical role of workplace social support in enhancing employee outcomes.

The study's findings support the hypothesis that co-worker support (CS) has a positive and significant influence on employee performance (EP) at the Tanzania Institute of Education. The strong correlation between CS and EP (Beta = 0.709, P-Value = 0.001) underscores the importance of CS as a key driver of employee performance. This finding is consistent with earlier research by Kerlinger and Lee (2000), who highlighted the role of social dynamics in shaping employee behavior and outcomes. Furthermore, the results resonate with recent studies that have explored the evolving nature of workplace relationships in the modern work environment.

For instance, a study by Choi et al. (2022) found that co-worker support significantly enhances employee performance by fostering a sense of belonging and reducing workplace stress. The study emphasized that employees who perceive strong support from their peers are more likely to exhibit higher levels of engagement, creativity, and productivity. Similarly, a meta-analysis by Wang et al. (2023) demonstrated that workplace social support, including co-worker support, is a critical predictor of employee performance, particularly in team-based and collaborative work environments.

The study's results also align with the findings of Ariko (2014), who emphasized the importance of workplace relationships in boosting employee satisfaction and performance. Recent research by Grant and Parker (2023) further supports this, showing that co-worker support is particularly impactful in high-stress or high-demand work environments, where employees rely on their peers for emotional and practical assistance. This is particularly relevant in the context of educational institutions, where collaboration and teamwork are essential for achieving organizational goals.

Moreover, the study's findings are consistent with the broader literature on workplace social support and employee well-being. For example, a study by Kim and Lee (2023) found that co-worker support not only improves employee performance but also enhances overall job satisfaction and mental health. These findings

highlight the importance of fostering a supportive work environment that encourages positive interactions and mutual assistance among employees.

The implications of these findings are significant for organizational leaders and HR practitioners at the Tanzania Institute of Education. The results suggest that co-worker support should be prioritized as a key factor in developing overall strategic plans to improve employee performance. This can be achieved by fostering a culture of collaboration and teamwork, encouraging open communication and information sharing among employees, and recognizing and rewarding employees' contributions to their colleagues' work. By doing so, organizations can create a positive work environment that promotes employee well-being, satisfaction, and performance (Borman et al., 2001).

In addition, the study's findings underscore the need for organizations to adopt strategies that strengthen workplace relationships and social support networks. For example, team-building activities, mentorship programs, and peer recognition initiatives can help enhance co-worker support and foster a sense of community within the organization. A study by Zhang et al. (2023) found that organizations that actively promote co-worker support through such initiatives experience higher levels of employee engagement and performance.

Furthermore, the study's findings highlight the importance of addressing potential barriers to co-worker support, such as workplace conflict or competition. A study by Johnson et al. (2022) found that unresolved conflicts among employees can undermine co-worker support and negatively impact performance. Therefore, organizations should implement conflict resolution mechanisms and promote a culture of respect and inclusivity to ensure that co-worker support remains a positive and effective driver of employee performance.

Hypothesis 3: There is a relationship between managerial support and employee performance at the Tanzania Institute of Education.

This study assessed the relationship between Managerial support and employee performance at the Tanzania Institute of Education. The impact of managerial support on employee performance was negative and significant (Beta= 0.141 P-Value=0.003), statistically, Hypothesis three is accepted at a 95% level of confidence as the p-value is less than 0.05 and the change of one unit of managerial support results in a 14.1% change in employee performance.

The results of this study prove that a multiple linear regression test produces a regression equation $\hat{y} = EP = 0.402 + 0.333x_1 + 0.709x_2 + 0.141x_3$. The interpretation of the regression equation is;

The constant (B_0) is a positive parameter of 0.402, which means that if work benefit (X_1) is equal to zero, Co-worker support (X_2) is equal to zero, and managerial support (X_3) is equal to zero, then employee performance (\hat{y}) is positive.

The positive value of the regression coefficient (B_1) of Work benefit is 0.333. This means that for every unit of work benefit (X_1) increase, employee performance (\hat{y}) is increasing at the rate of 33.3%. Under the assumption that co-worker support (X_2) and Managerial support (X_3) are constants.

The positive value of the regression coefficient (B_2) of Co-worker support is 0.709, which means that for every unit of Co-worker support (X_2), employee performance (\hat{y}) is decreasing at the rate of 70.9%.

Under the assumption that work benefit (X_1) and Managerial support (X_3) are constants. The positive value of the regression coefficient (B_3) of Managerial support is 0.141. This means that for every unit of Managerial support (X_3) increases, then employee performance (\hat{y}) is increasing at the rate of 14.1%. Under the assumption that work benefit (X_1) and Co-worker support (X_2) are constants.

The findings reveal a significant negative relationship between managerial support (MS) and employee performance (EP) at the Tanzania Institute of Education. Specifically, the results indicate that for every unit change in MS, EP decreased by 14.1% (Beta = 0.141, P-Value = 0.003). This finding suggests that MS is a significant predictor of EP, but it is negative.

These results are consistent with previous research that highlighted the importance of leadership style and managerial support in influencing employee behavior and performance (Hoy & Tarter, 2011). For instance, Muhamed (2016) found a positive relationship between employee performance and job satisfaction, suggesting that higher levels of performance are associated with higher levels of job satisfaction.

The regression equation produced by the multiple linear regression test provides further insight into the relationships between variables. The positive value of the regression coefficient (B0) indicates that even when work benefits (X1), co-worker support (X2), and MS (X3) are zero, EP is still positive. This suggests that there are other factors that contribute to EP beyond these three variables.

The positive values of the regression coefficients (B1 and B3) for work benefits and MS indicate that increases in these variables are associated with increases in EP. However, the positive value of the regression coefficient (B2) for co-worker support suggests that increases in this variable are associated with decreases in EP. This may be because excessive co-worker support can lead to decreased motivation and job satisfaction (Katz & Krueger, 2016).

The implications of these findings are significant for organizational leaders and HR practitioners at the Tanzania Institute of Education. The results suggest that MS should be carefully considered when developing overall strategic plans to improve EP. This can be achieved by providing regular feedback and mentorship to employees, recognizing and rewarding outstanding performance, and fostering a culture of transparency and accountability.

4. Conclusion And Recommendations

Conclusion

This study investigated the impact of job satisfaction on employee performance in the public sector in Tanzania, focusing on the influence of work benefits, co-worker support, and managerial support on employee performance. The results reveal that work benefits have a strong positive correlation with employee performance, indicating that for every unit change in work benefits, employee performance increases by 33.3%. In addition, co-worker support has a strong positive correlation with employee performance, indicating that for every unit change in co-worker support, employee performance increases by 70.9%. Moreover, managerial support has a significant negative correlation with employee performance, indicating that for every unit change in managerial support, employee performance decreases by 14.1%.

Recommendations

Based on the findings, the following recommendations were made:

- i. **Prioritize Work Benefits:** Organizations should prioritize providing adequate compensation and benefits to employees to enhance their morale and motivation.
- ii. **Foster Co-worker Support:** Organizations should foster a culture of collaboration and teamwork by encouraging open communication and information sharing among employees to promote co-worker support.
- iii. **Improve Managerial Support:** Organizations should focus on improving managerial support by providing regular feedback, recognition, and opportunities for growth and development to enhance employee performance.
- iv. **Recognize and Reward Employees' Contributions:** Organizations should recognize and reward employees' contributions to their colleagues' work to promote job satisfaction and motivation.
- v. **Develop a Positive Working Environment:** Organizations should strive to create a positive working environment that supports employee well-being and job satisfaction.

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