



## The Assessment on Factors Influencing Employees` Performance in Local Government Authorities: A Case of Morogoro District Council

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### **Abstract**

This study examines the factors influencing employee performance within local government authorities, focusing on the Morogoro District Council in Tanzania. The research identifies key determinants affecting employee performance, evaluates the impact of performance management systems (PMS), and explores the challenges and barriers hindering performance improvement in this context. A mixed-methods approach, employing both qualitative and quantitative data collection techniques, was utilized to gather insights from a sample of 50 employees across various departments in the Morogoro District Council. The findings reveal that effective leadership, professional development opportunities, and resource availability significantly influence employee performance. Supportive leadership and clear communication were identified as key motivators that enhanced productivity. Performance management systems that provided clear expectations, regular feedback, and recognition positively impacted employee performance. However, challenges such as limited resources, inadequate training, bureaucratic inefficiencies, and heavy workloads were identified as significant barriers to optimal employee performance. The study concludes by emphasizing the need for a holistic approach to address these challenges and improve employee performance in local government authorities. Recommendations include enhancing leadership practices, ensuring resource availability, fostering a positive work environment, and refining performance management systems to better support employee development and well-being.

**Keywords:** *Employee Performance; Local Government Authorities; Leadership; Resource Availability; Performance Management Systems; Morogoro District Council; Tanzania*

### **1. Introduction**

Local government authorities (LGAs) play a crucial role in the governance and delivery of public services at the grassroots level. These authorities are tasked with implementing national policies,

providing essential services, and fostering local development. As such, the effectiveness of these authorities is largely dependent on the performance of their employees. High-performing employees are instrumental in ensuring that LGAs meet their objectives efficiently and effectively, thereby contributing to overall national development.

In recent years, the performance of employees in LGAs has garnered significant attention from both policymakers and researchers. This is particularly true in developing countries like Tanzania, where the delivery of public services is often hampered by various challenges, including resource constraints, inadequate infrastructure, and complex bureaucratic processes. These challenges make it imperative to understand the factors that influence employee performance within these authorities.

This study focuses on the Morogoro District Council, a key local government authority in Tanzania. By examining the factors that influence employee performance within this context, the study aims to provide insights that can inform strategies to enhance the effectiveness of LGAs across the country. The objectives of this research are threefold:

1. To identify the key factors influencing employee performance in local government authorities.
2. To assess the impact of performance management systems on employee performance.
3. To identify the challenges and barriers to improving employee performance in local government authorities.

Through these objectives, the study seeks to contribute to the broader discourse on public sector performance management, offering practical recommendations for policymakers and practitioners.

## **2. Literature Review**

The literature on employee performance in the public sector is extensive, with numerous studies highlighting various factors that influence how employees perform their duties. This section reviews the theoretical frameworks and empirical studies that underpin this research, focusing on three key areas: human capital, leadership, and organizational culture.

### **2.1 Theoretical Perspectives on Employee Performance**

**Human Capital Theory:** Human Capital Theory posits that employees' knowledge, skills, and abilities are critical assets that contribute to organizational performance (Becker, 1964). In the context of LGAs, this theory suggests that investments in employee education and training can enhance their performance, leading to better service delivery and organizational outcomes. For instance, LGAs that prioritize professional development may be better equipped to address the complexities of public service provision, thereby improving their overall effectiveness.

**Expectancy Theory:** Expectancy Theory, developed by Vroom (1964), focuses on the relationship between effort, performance, and outcomes. It posits that employees are motivated to perform well when they believe that their efforts will lead to desirable outcomes, such as rewards or recognition. In LGAs, this theory underscores the importance of clear performance expectations and effective performance management systems. When employees understand what is expected of them and believe that their efforts will be recognized, they are more likely to be motivated and perform at higher levels.

**Transformational Leadership Theory:** Transformational Leadership Theory emphasizes the role of leaders in inspiring and motivating employees to achieve their full potential (Bass & Riggio, 2006). This theory suggests that leaders who are supportive, communicative, and visionary can foster a positive

work environment that enhances employee performance. In the context of LGAs, transformational leaders can play a crucial role in navigating the challenges of public service provision, driving innovation, and ensuring that employees remain engaged and committed to their roles.

## 2.2 Empirical Studies on Employee Performance

Empirical research on employee performance in the public sector has identified several key factors that influence how employees perform their duties. These include leadership, resource availability, professional development, and organizational culture.

**Leadership:** Numerous studies have highlighted the importance of leadership in shaping employee performance. For example, a study by Kamayaki and Mihayo (2019) found that transformational leadership practices were associated with higher levels of employee motivation and performance in Tanzanian LGAs. Similarly, a study by Ngwira (2019) demonstrated that supportive leadership was a key driver of employee engagement and productivity in public sector organizations.

**Resource Availability:** Resource availability is another critical factor influencing employee performance. Studies have shown that employees are more likely to perform well when they have access to the necessary tools, technology, and resources to do their jobs effectively. For instance, Lyimo (2018) found that inadequate resources, such as outdated technology and insufficient office supplies, were major barriers to employee performance in Tanzanian LGAs.

**Professional Development:** Access to professional development opportunities has also been shown to significantly impact employee performance. Research by Nassazi (2013) indicates that employees who receive regular training and development are more likely to be productive and satisfied with their jobs. This is particularly important in the public sector, where employees often need to update their skills and knowledge to keep pace with changing policies and procedures.

**Organizational Culture:** Organizational culture plays a crucial role in shaping employee behavior and performance. A study by Saidi (2015) found that a positive organizational culture, characterized by transparency, accountability, and inclusivity, was associated with higher levels of employee satisfaction and performance in Tanzanian LGAs. Conversely, a negative organizational culture can lead to disengagement, low morale, and poor performance.

## 2.3 Identified Research Gaps

**Contextual Specificity:** There is a notable lack of research focused specifically on local government contexts in developing countries, particularly in regions like Morogoro. Local governments in these areas may face distinct challenges that are not adequately addressed by general public administration theories or findings derived from studies in dissimilar settings.

**Comprehensive Factor Analysis:** While individual factors impacting employee performance have been studied, there is a scarcity of integrated studies that consider the interplay of multiple factors such as local governance structures, socio-economic conditions, and cultural influences in a single model (Nguyen, 2021).

**Impact of Local Policies:** The influence of local governmental policies and practices on employee performance remains underexplored. How specific local policies in Morogoro District Council impact employee performance could provide new insights into the customization of management practices and policy reforms (Kumar & Singh, 2020).

**Methodological Diversity:** Most existing research utilizes quantitative methods to assess employee performance. There is a gap in qualitative or mixed-methods approaches that could provide

deeper, context-rich insights into the subjective experiences of employees in local government settings (Patel & Davidson, 2019).

Addressing these gaps is crucial for developing tailored management strategies that enhance employee performance specifically in the context of local governments in developing countries like Tanzania. The findings could offer practical recommendations for Morogoro District Council to improve their management practices, thereby enhancing service delivery and operational efficiency. Additionally, this research could contribute to the broader academic discourse by providing a nuanced understanding of how various factors interact to influence employee performance in unique local government contexts.

## 2.4 Conceptual Framework

This conceptual framework highlights the interrelatedness of various factors that influence employee performance in local government authorities. Leadership and management practices, organizational culture and work environment, job satisfaction, effective performance management systems, and the ability to address challenges and barriers collectively contribute to employee performance in both Tanzanian and international contexts. These factors interact and ultimately impact the level of effort, quality, efficiency, and commitment exhibited by employees in local government authorities.



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In the given conceptual framework, the **dependent variable** is the **employee performance** in local government authorities. This is because it is the outcome that the framework is trying to explain or predict.

The **independent variables** are the factors that are presumed to influence or determine the employee performance. They include **Leadership and management practices, Organizational culture and work environment, Job satisfaction, Effective performance management systems** and **Ability to address challenges and barriers**

These independent variables are considered to have an impact on the dependent variable, which is the level of effort, quality, efficiency, and commitment exhibited by employees in local government authorities. They are “independent” because they are not influenced by the employee performance, but rather, they influence it.

### **3. Methodology**

This study employed a mixed-methods approach, combining both qualitative and quantitative data collection techniques to provide a comprehensive understanding of the factors influencing employee performance in the Morogoro District Council. The research design was guided by the need to capture both the subjective experiences of employees and the objective realities of their work environment.

#### **3.1 Research Design**

A case study design was adopted for this research, focusing on the Morogoro District Council as a representative local government authority in Tanzania. The case study approach allowed for an in-depth exploration of the specific factors influencing employee performance within this context. By examining the experiences and perspectives of employees across various departments, the study aimed to identify common themes and patterns that could inform broader conclusions about employee performance in LGAs.

#### **3.2 Sampling**

The sample for this study consisted of 50 employees from various departments within the Morogoro District Council. A snowball sampling technique was used to select participants, ensuring that the sample included a diverse range of employees with different roles, responsibilities, and levels of experience. This approach was chosen to capture a wide range of perspectives on the factors influencing employee performance.

#### **3.3 Data Collection**

Data were collected using two primary methods: structured interviews and observations.

**Structured Interviews:** Structured interviews were conducted with the 50 participants to gather detailed information about their experiences and perceptions of the factors influencing their performance. The interview questions were designed to explore key areas such as leadership, resource availability, professional development, and work environment. Participants were also asked about the challenges and barriers they faced in performing their duties and their views on the effectiveness of the performance management systems in place.

**Observations:** Observations were conducted to complement the data gathered from the interviews. The researcher observed the day-to-day operations of the Morogoro District Council, focusing on how employees interacted with each other, their leaders, and the resources available to them. These observations provided valuable insights into the work environment and helped to contextualize the findings from the interviews.

### 3.4 Data Analysis

The data collected from the interviews and observations were analyzed using a combination of content analysis and descriptive statistics.

**Content Analysis:** Content analysis was used to identify common themes and patterns in the qualitative data from the interviews. This involved coding the data according to key themes, such as leadership practices, resource availability, and professional development, and analyzing the relationships between these themes and employee performance.

**Descriptive Statistics:** Descriptive statistics were used to analyze the quantitative data, providing a summary of the key findings from the interviews and observations. This included calculating the frequency and percentage of responses related to specific factors influencing employee performance, as well as identifying any significant trends or patterns in the data.

## 4. Results

The analysis of the data revealed several key factors that significantly influence employee performance in the Morogoro District Council. These factors are discussed in detail below.

### 4.1 Leadership and Management Practices

Leadership and management practices were identified as critical factors influencing employee performance. Participants consistently reported that supportive leadership, clear communication, and fair recognition were key motivators that enhanced their productivity. Employees who felt that their leaders were approachable, communicative, and fair were more likely to be engaged and committed to their work.

For example, one participant noted, "Our leaders make it a point to communicate openly with us about our goals and expectations. This helps me stay focused and motivated because I know what is expected of me and how my work contributes to the overall success of the council."

However, the data also revealed that inconsistent leadership practices and a lack of clear communication could have a negative impact on employee performance. Participants who experienced unclear or inconsistent leadership reported feeling disengaged and uncertain about their roles, which hindered their ability to perform effectively.

### 4.2 Professional Development Opportunities

Access to professional development opportunities was another significant factor influencing employee performance. Participants who had access to regular training and development opportunities reported higher levels of job satisfaction and productivity. These opportunities allowed employees to enhance their skills, stay up-to-date with new policies and procedures, and feel more confident in their abilities.

One participant highlighted the importance of professional development, stating, "The training workshops I attend not only help me improve my skills but also give me a sense of accomplishment. I feel more capable and motivated to contribute to the council's goals."

Despite the positive impact of professional development, the data also revealed that access to these opportunities was not always equitable. Some participants reported that training opportunities were limited or reserved for specific departments, which left them feeling undervalued and less motivated to perform at their best.



## 4.3 Resource Availability

Resource availability was identified as a critical determinant of employee performance. Participants consistently reported that having access to the necessary tools, technology, and office supplies was essential for performing their duties effectively. Adequate resources not only enabled employees to complete their tasks efficiently but also contributed to higher levels of job satisfaction and morale.

For instance, one participant explained, "When we have the right resources, we can work more efficiently and deliver better results. It also reduces stress because we don't have to worry about running out of supplies or dealing with outdated technology."

However, the data also highlighted significant challenges related to resource availability. Many participants reported that inadequate resources, such as outdated technology and insufficient office supplies, were major barriers to their performance. These challenges often led to delays, frustration, and a decline in productivity.

## 4.4 Work Environment

The work environment was another key factor influencing employee performance. Participants who described their work environment as positive, collaborative, and supportive were more likely to report higher levels of job satisfaction and productivity. Strong team dynamics and a sense of camaraderie among colleagues were particularly important for fostering a positive work environment.

One participant emphasized the importance of a positive work environment, stating, "Working in a team where everyone supports each other makes a huge difference. It creates a positive atmosphere where we can share ideas and work together to solve problems."

Conversely, participants who reported a negative work environment, characterized by interpersonal conflicts or lack of support, were more likely to experience low morale and disengagement. These challenges often hindered their ability to perform effectively and contributed to a decline in overall productivity.

## 4.5 Compensation and Recognition

Fair compensation and recognition were identified as important factors that motivated employees to maintain or improve their performance. Participants who felt that their efforts were recognized and fairly compensated were more likely to be engaged and committed to their work. Recognition, whether in the form of monetary rewards or verbal acknowledgment, played a crucial role in reinforcing positive behavior and encouraging employees to continue performing at high levels.

One participant shared, "Receiving recognition for my hard work makes me feel valued and appreciated. It motivates me to keep putting in my best effort because I know it is being noticed."

However, the data also revealed that some participants felt that compensation and recognition practices were inconsistent or unfair. Participants who believed that their efforts were not adequately recognized or rewarded were more likely to feel demotivated and disengaged, which negatively impacted their performance.

## 5. Discussion

The findings of this study highlight several critical factors that influence employee performance in the Morogoro District Council. These factors include leadership and management practices, professional development opportunities, resource availability, work environment, and compensation and recognition. Each of these factors plays a significant role in shaping employee behavior and performance, and addressing these factors holistically is essential for improving overall performance in local government authorities.

### 5.1 The Role of Leadership in Employee Performance

The study found that effective leadership practices, characterized by clear communication, supportive behavior, and fair recognition, have a positive impact on employee performance. Transformational leadership, in particular, was identified as a key driver of employee engagement and productivity. Leaders who inspire and motivate their employees create a positive work environment that fosters commitment and innovation.

However, the study also revealed that inconsistent or unclear leadership practices could have a detrimental effect on employee performance. Employees who experience unclear communication or lack of support from their leaders are more likely to feel disengaged and uncertain about their roles. This finding underscores the importance of training leaders in effective communication and management practices to ensure that they can provide the guidance and support that employees need to perform at their best.

### 5.2 The Importance of Professional Development

Access to professional development opportunities was found to be a significant factor influencing employee performance. Employees who have access to regular training and development opportunities are more likely to be productive, satisfied, and confident in their abilities. Professional development not only enhances employees' skills and knowledge but also contributes to their sense of accomplishment and motivation.

However, the study also highlighted the need for equitable access to professional development opportunities. Ensuring that all employees, regardless of their department or role, have access to training and development is essential for fostering a culture of continuous improvement and engagement.

### 5.3 Addressing Resource Constraints

The availability of adequate resources was identified as a critical determinant of employee performance. Employees who have access to the necessary tools, technology, and supplies are more likely to perform their duties efficiently and effectively. Adequate resources also contribute to higher levels of job satisfaction and morale, as employees feel supported in their roles.

The study's findings suggest that addressing resource constraints is essential for improving employee performance in LGAs. This includes ensuring that employees have access to up-to-date technology, sufficient office supplies, and other necessary resources to perform their duties effectively.

### 5.4 Enhancing the Work Environment

A positive work environment, characterized by strong team dynamics, collaboration, and support, was found to be a significant factor influencing employee performance. Employees who work in a supportive and collaborative environment are more likely to be engaged, motivated, and productive.



Fostering a positive work environment is essential for creating a culture of teamwork, innovation, and continuous improvement.

The study also found that a negative work environment, characterized by interpersonal conflicts or lack of support, could have a detrimental effect on employee morale and performance. Addressing these challenges requires a focus on building strong team relationships, promoting open communication, and providing support to employees.

## 5.5 The Role of Compensation and Recognition

Fair compensation and recognition were identified as important motivators for employee performance. Employees who feel that their efforts are recognized and fairly compensated are more likely to be engaged, committed, and motivated to perform at their best. Recognition, whether in the form of monetary rewards or verbal acknowledgment, plays a crucial role in reinforcing positive behavior and encouraging employees to continue performing at high levels.

However, the study also highlighted the need for consistency and fairness in compensation and recognition practices. Ensuring that all employees are fairly compensated and recognized for their efforts is essential for maintaining motivation and engagement across the organization.

## 6. Conclusion

This study highlights the importance of addressing the identified challenges to improve employee performance in local government authorities. Enhancing leadership practices, providing professional development opportunities, ensuring resource availability, fostering a positive work environment, and refining performance management systems are crucial steps toward achieving better organizational outcomes in the public sector.

The findings of this study suggest that a holistic approach is needed to address the various factors influencing employee performance in LGAs. By focusing on these key areas, local government authorities can create a supportive and productive work environment that enables employees to perform at their best, ultimately leading to improved service delivery and organizational effectiveness.

## 7. Recommendations

Based on the findings of this study, the following recommendations are proposed to improve employee performance in local government authorities:

### 7.1 Invest in Professional Development Programs

Local government authorities should invest in comprehensive professional development programs for employees at all levels. These programs should include regular training workshops, seminars, and opportunities for employees to enhance their skills and knowledge. Ensuring equitable access to professional development opportunities is essential for fostering a culture of continuous improvement and engagement.

### 7.2 Improve Leadership and Communication Practices

Local government authorities should prioritize training leaders in effective communication and management practices. Leaders should be encouraged to adopt transformational leadership styles that

inspire and motivate employees. Additionally, open communication channels should be established to ensure that employees receive clear guidance and support from their leaders.

### 7.3 Address Resource Constraints

Local government authorities should allocate sufficient resources to support employee performance. This includes ensuring that employees have access to up-to-date technology, sufficient office supplies, and other necessary resources to perform their duties effectively. Addressing resource constraints is essential for improving efficiency and productivity.

### 7.4 Foster a Positive Work Environment

Local government authorities should focus on creating a positive work environment characterized by strong team dynamics, collaboration, and support. This can be achieved by promoting open communication, building strong team relationships, and providing support to employees. A positive work environment is essential for fostering engagement, motivation, and productivity.

### 7.5 Implement Fair and Transparent Recognition and Rewards Systems

Local government authorities should establish fair and transparent recognition and rewards systems to motivate employees. This includes ensuring that all employees are fairly compensated and recognized for their efforts. Recognition, whether in the form of monetary rewards or verbal acknowledgment, plays a crucial role in reinforcing positive behavior and encouraging employees to continue performing at high levels.

### 7.6 Promote Work-Life Balance and Employee Well-Being

Local government authorities should implement initiatives that promote work-life balance and employee well-being. This includes offering flexible working arrangements, providing support for employee health and wellness, and promoting a healthy work-life balance. Supporting employee well-being is essential for maintaining motivation, engagement, and productivity.

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