

MENTORING PRACTICES AND EMPLOYEE PERFORMANCE IN LOCAL GOVERNMENT AUTHORITY, TANZANIA.

ABSTRACT

Aims: The purpose of this paper was to determine the effects of mentorship practices on employees' performance of local government authority in Tanzania. The specific objectives conceptualized from the study include; to evaluate the influence of Role model, to find out the effect of Acceptance, to determine the effect of Close relationship and delegation practices, to examine delegation influence on employee performance in LGAs.

Material and Methods: A cross-sectional survey design was used and structured questionnaires were administered to the sample size of 368 employees for primary data collection. Multiple linear regression analysis was used with the aid of IBM SPSS Version 26 to test the set hypotheses and construct the model of interest.

Results: The result indicated that mentoring practices such as acceptance, sponsorship, delegation and relationship had positive and economic contribution in the model on employee performance in local government authorities at 95% confidence interval. However, the findings revealed that role model and companionship had insignificant impact on employee performance at the same confidence interval.

Contribution to Theory: Practice and Policy: This study adds the insight in literature on knowledge transfer practices for employee performance. It confirms that KTP variables integrated with mentoring are as suitable model to enlighten the intention on employee performance. Moreover, the obtained findings would guide interest to stakeholders like; regulators, policy makers, planners, administrators and public at large to establish the knowledge transfer practice policy for integration in all LGAs. Thus, it is recommended that the government and even the private sector organizations invest extensively in employee mentoring practice.

Keywords: Mentoring, employee performance, Local Government Authorities, Organisation

1. INTRODUCTION

In a global context, employee performance is considered an important assert in any organization for achievements. Individuals are the best hope of managerial skills, abilities, productivity, competence, service delivery, job satisfaction, social cohesion, accountability, motivation, engagement and anticorruption [12].

On the view of public organization, employee's performance and competitiveness improves services provision to the people [18]. Likewise, in local government authorities, employees' performances are concerned with providing standards services [21].

In the knowledge management world, in order to provide better services to the people mentoring practices is known as an important approach to influence employees' performance [25; 7]. Human Resources Development as the organization activities is directed towards improving the skills and capacity of employees and hence increasing emphasis on training

[15]. It also foster development for role model, acceptance, close relationship, and delegation. Others are to enhance experience, coaching, orientation and skills [7].

In the context of this study mentoring are methods of helping employees to acquire skills and knowledge from experienced supervisors or leaders. However, the theory of KBT as used by [20] employees can achieve performance for growth by the accumulation of knowledge.

The LGAs have been taking a lead on the implementations of mentoring practices by using guidelines and policies aimed at improving employee's performance. Despite the implementation of such guidelines and policies in Tanzania. It has continued to perform below its expectations [31; 26]. Despite of all the initiatives that have been made, still employee performance is low in selected LGAs as was complained by [31] reports.

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This paper is guided by one major objective and four specific objectives. The general objective was to assess the effects of mentoring practice on employee performance in Local Government Authorities in Tanzania. Specifically, to evaluate the influence of Role model on employee performance in LGAs; to find out the impact of Acceptance on employee performance in LGAs; to determine the effect of Close relationship, practices on employee performance in LGAs; and to assess delegation on employee performance in LGAs.

Employee performance is improved through effective mentoring practice [2]. The theory explores the coordination mechanisms through which firms integrate expert knowledge of its employee to enhance organizational performance. The expert knowledge possessed by coaches and mentors play an important role in improving employee performance.

Despite the necessity of knowledge-based theory and its determinants on employee performance, there is limited research findings which has been reported on the effects of these dimensions on employees' performance in LGAs in Tanzania context [2]. This paper therefore, adopted role model, acceptance, delegation and close relationship to examine its effects on employees' performance in LGAs.

2. LITERATURE REVIEW

2.1 Theoretical Review

2.1.1 Knowledge Based Theory (KBT)

The theory was initially promoted by [20] and later expanded by [35; 36] asserts that knowledge is easier and less costly to pass on and the transfer of which can only take place in interaction in master/apprentice like relationships. [20] considered firm to be administrative entities, with control over potentially valuable resources. The perspective argued, "that it is the managers of the firm who make decisions about how firm activities and resources are deployed" [20] Penrose assert that the current and historical activities of the firm shape the organization future resource and knowledge. Penrose' emphasis was on the importance of managerial capabilities based on her views that the firm is not just a collection of individuals but a collection of individuals who have experience of working together" [33]. It

suggests how to use existing knowledge and skills more efficiently and alternatively, use of new knowledge from external sources but with condition of internal absorbing capabilities [20; 6; 2]. However, [3], opine that knowledge transfer through mentoring practice is critical to the growth and employee performance.

KBT is not static but dynamic. [32] extended the knowledge-based theory by establishing three variables for knowledge transfer, mentoring, peer-training and information and communication technology as are anchored in the theory. This theory provides that employee's performance has an influence on the performance of LGAs. The KBT therefore helps the study to elevate mentoring factors on employee performances construct. Employees are often judged on how well they perform based on individual transferring of knowledge. In this case, the KBT also reflects on the actual environment of Tanzania's LGAs. These are determinants of knowledge-based thinking with significant effects on employees' performance.

Therefore, KBT is seen to be suitable to explain the framework to determine the effects of mentoring practices on employees' performance of local government authority in Tanzania. A major strength of KBT is that it helps the study to set the relationship between employee performance that include all related knowledge, skills, experiences that make productive service delivery commitment, accountability, job satisfaction, engagement and lead into LGAs performance.

2.1.2 The Dynamic Theory of Organizational Knowledge Creation (DTOKC)

The theory was developed by [34] who asserts that the ideal knowledge is transferred through socialization, internalization and externalization through combination of socialization and mentoring practices. Its central theme is that organizational knowledge is created through a continuous dialog between tacit and explicit knowledge.

Dynamic Theory of Organizational Knowledge Creation helps the study to determine the effects of mentorship practices on employees' performance of local government authority in Tanzania. As the weakness of DTOKC, [40] revealed that it was focused on the role of

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Comment [E11]: How these specific objectives are analysed by correlation and multiple regression? For example objective one is to evaluate, this mean that you should apply the evaluative techniques, in the objective two you want to find out the effect???? The term "find out" is not easy to analyse? Which method of techniques you will use to find out? In the forth objective, you want to assess which is the term assess is used in the general objective, why do you terms these objective to be specific? The specific objectives are not well organised to answer the general objective.

central, upper-echelon, leadership in knowledge creation processes, without devoting much attention to context and knowledge assets. Based on this theory, in this study to determine the effects of ICT practices on employees' performance of local government authority in Tanzania.

2.2 Empirical Review

Multiple scholarly works signify the interest in orchestrating resources to realise various employee performance in an organisation. For instance, [8], examined the relationship between mentoring and employee performance through engagement in the United States of America. The study used perceived organizational support as a moderating role. The theoretical foundation for this study was social exchange theory. The study was quantitative and the surveyed questionnaire of a total of 307 employees representing different industries. Data was analysed using descriptive and inferential analysis, including Pearson's correlations, linear and stepwise regression analysis. The result of the inferential analysis analyses indicated that each part of mentoring variable (career support, psychosocial support and role modelling) had an independent impact on work engagement. The finding indicate that managers can achieve positive social change and improve employee well-being within their organization by being dutifully involved in their employee work lives.

[36] examined the effect of mentoring practice on employee's performance in Nigeria. The objective of the study was to identify the nature of relationship between knowledge transfer, mentoring and career growth of junior lecturers and establish the nature of relationship between psychosocial function of mentoring and career adjustment of junior lecturers. The

theoretical foundation for this study was social cognitive theory. To achieve the objective, a survey research design was adopted. The technique employed in analysing the data were descriptive statistics and the spearman rank correlation coefficient. Through quantitative approach from 396 lecturers, the study found that there is positive and significant relationship between knowledge transfer mentoring and career growth of lecturers. Based on the findings, the researcher concluded that mentoring practice has an effect on employee performance. It was recommended among others that, management of Abia state university should make mentoring an academic responsibility of certain categories of lecturers. mentoring was an effective strategy for not only developing the worker but also actualizing organizational socialization and employee performance.

[16], examined mentorship and coaching to support strengthening healthcare systems lessons learned across the five population health implementation and training partnership projects in Sub-Saharan countries including Tanzania. The study applied research design case study and approach simple random sampling. Data was collected using questionnaire and analysed using descriptive statistical analysis, size involved was 396 health facilities employees and done quantitatively. The study found when adapted to local challenges and capacity, mentorship can catalyse improvement process to strengthen employee performance. It was concluded that incorporating mentorship and coaching activities into HSS strategies was associated with improvements in quality of care and health systems.

Conceptual Framework

This study proposed a conceptual framework where theories and empirical studies have been used to explain the phenomena.

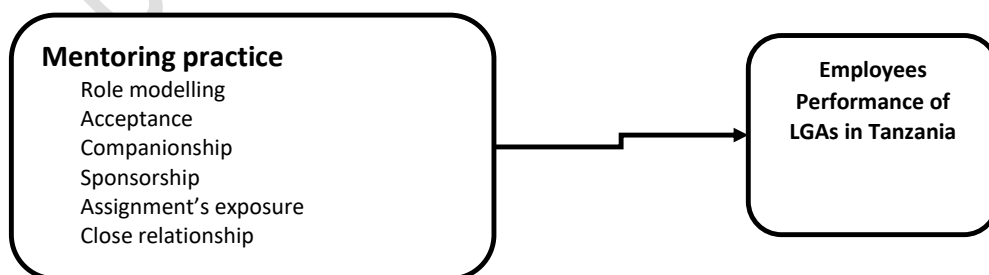


Figure 1: Conceptual Framework

[19], used sponsorship, exposure, assignment, role modeling and counseling as indicators of mentorship. [4], measured the employee performance by using indicators of employee engagement, employee motivation and job satisfaction. [1], used role modeling, acceptance and confirmation, and mentoring friendship as elements of mentorship. Likewise, Qiao Ting Low, (2018), used leadership, mentorship, innovative mentorship, knowledge transfers mentorship and talent development mentorship, as indicators of mentorship. Despite the applicability of MP indicators by various researchers in different studies, little is known on measuring LGAs in Tanzanian context. Based on this fact this study adopted the following indicators modelling; acceptance; companionship; sponsorship; assignments exposure; and close relationship

3. RESEARCH METHODOLOGY

In this research, a deductive approach was employed. It has been suggested that a deductive approach is suitable for positivism philosophy and utilizes empirical data [24]. The study implemented use of explanatory research design since the current study attempted to test and analyse the power of relationship among the hypothesized variables in the construct. The paper used the survey research strategy because it provides a quantitative description of trends, attitudes or opinions of a population by studying a sample of that population, the simple random sampling technique was applied to select four (4) districts council, one (1) from each region. To give the potential respondents equal chances of being selected and nature of the respondent's population, the 368 employees were randomly selected from four (4) districts councils namely Mbeya City Council, Iringa Municipal, Tunduma Town Council and Makete District Council. This study used primary data; primary data were directly

collected using a structured questionnaire. Selected suitable software package and performing statistical computations. Therefore, the quantitative data for all four research objectives were tabulated and analysed by the relevant statistical tools. IBM Software SPSS version 26 supported data analysis from the questionnaire by using the relevant data analysis tools such as Chi-square, correlation analysis and multiple linear regression analysis to identify the nature of relationship between dependent variable and dependent variable and SPSS mainly employed to support data analysis because it is easily available, widely used and consistent. Both descriptive and inferential statistics were employed in data analysis [10].

4. RESULTS AND DISCUSSIONS

4.1 Descriptive Analysis for Results and Discussion

4.1.1 Employees Performance

From descriptive statistics relating to employee performance in LGAs findings in Table 1 indicate that knowledge transfer was important on enhancing employee's performance. But to examine the significant relationship of all variable's regression analysis was conducted. To examine the normal relationship of variables correlation analysis was also done in the following subsection. The results of the analysis showed that confidence yields a high mean value of 4.24 followed by anti-corruption, motivation, engagement, accountability, altitudes, Satisfaction and service delivery with their mean 4.23, 4.22, 4.206, 4.2, 4.19, 4.14, 4.11, 4.06 and 4.05 respectively. From these findings, it means that the higher the mean value the more impressions on mentoring practices towards contributing on employee performance in LGAs in Tanzania.

Table 1: Descriptive Statistics for Employees Performance

	N	Minimum	Maximum	Mean	Std. Deviation
Service delivery	306	2	5	4.05	0.852
Satisfaction	306	2	5	4.06	0.905
Motivation	306	2	5	4.22	0.809
Accountability	306	1	5	4.14	0.833
Anti-corruption	306	1	5	4.23	0.950
Engagement	306	2	5	4.19	0.783
Confidence	306	1	5	4.24	0.800
Directives	306	2.0	5.0	4.206	0.8058
Altitudes	306	1	5	4.11	0.843
Responsiveness	306	1	5	4.20	0.820

Comment [E15]: There is clear elaboration or explanation of how the qualitative indicators such as modelling, acceptance, companionship? Which scale do you use?

Comment [E16]: This measures the independence or association,

Comment [E17]: This measure the correlation with no independent and dependent variable classification,

Comment [E18]: This method use to determine the causality or impact of the independent variable on dependent variable>

Comment [E19]: NOTE: regression model is applied for continuous data, and chi-square for categorical data. How these methods are combined in a one study of the same data, ordinal data? How the ordinal data is applied for regression? Select one which is appropriate one, which is the chi-square test.

Comment [E12]: How did you define empirically the explanatory variables?

Comment [E13]: What is your sampling frame work, that is the employees are sampled from which sectors?

Comment [E20]: Not proper presentation of the quantitative data. It is confusing

Comment [E14]: How can you reach this sample size, provide the scientific justification.

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Comment [E22]: How the performance indicators are measured quantitatively> the minimum and maximum value range from 1 to 5. It means that the scale uses the Likert 5-point scale, but in what order? What 1 up 5 means?

Role (MP1)	Pearson Correlation	.552**	1	.657**	.557**	.533**	.521**	.376**
	Sig. (2-tailed)	.000		.000	.000	.000	.000	.000
Acceptance (MP2)	Pearson Correlation	.551**	.657**	1	.565**	.382**	.501**	.302**
	Sig. (2-tailed)	.000	.000		.000	.000	.000	.000
Companionship (MP3)	Pearson Correlation	.518**	.557**	.565**	1	.478**	.545**	.399**
	Sig. (2-tailed)	.000	.000	.000		.000	.000	.000
Sponsorship (MP4)	Pearson Correlation	.490**	.533**	.382**	.478**	1	.520**	.281**
	Sig. (2-tailed)	.000	.000	.000	.000		.000	.000
Delegation (MP5)	Pearson Correlation	.585**	.521**	.501**	.545**	.520**	1	.483**
	Sig. (2-tailed)	.000	.000	.000	.000	.000		.000
Relationship (MP6)	Pearson Correlation	.444**	.376**	.302**	.399**	.281**	.483**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	

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

3. Regression Analysis Results

The regression results showed the relationship between mentoring practice and employee performance in Tanzania ($F=48.567$, $p\text{-value}=0.000<0.05$) with multiple $R\text{-Square}=0.494$. This implied that 49.4% of the variance was explained by the model significantly. F value of 48.567 was statistically significant ($p=0.000<0.05$) and therefore unlikely that an association of this strength could have occurred in the sample if there was

no association in the overall population. Multiple R showed the strength of the relationship between the outcome variable and the value predicted by the model and indicated how well the model fitted the data. In this case the value of multiple R (0.703) means the model fits the data adequately. The finding was in line with [37] in their study on talent retention and development within multinational company in China which concluded that there is a significant relationship between coaching and organization performance.

Comment [E28]: Why do apply the regression model for ordinal data or qualitative data?

Table 4: Coefficients Relationship of Mentoring Practices Against Employee Performance

Model	Unstandardized Coefficients		Standardized Coefficients		Sig.	Collinearity Statistics	
	B	Std. Error	Beta	t		Tolerance	VIF
(Constant)	1.570	.159		9.844	.000		
Role Model	.073	.040	.111	1.798	.073	.446	2.241
Acceptance	.145	.039	.220	3.749	.000	.495	2.021
Companionship	.057	.041	.079	1.402	.162	.533	1.875
Sponsorship	.087	.030	.151	2.881	.004	.615	1.625
Delegation	.156	.041	.220	3.842	.000	.518	1.931
Relationship	.110	.035	.154	3.197	.002	.730	1.370
R							.703 ^a
R Square							.494
ANOVA	F Test	48.567					

Sig. .000^b

a. Dependent Variable: EP

The mathematical model that showed model contribution for Role model, Acceptance, Companionship, Sponsorship, Delegation and Relationship to employee performance was derived as follows: -

$$EP = \beta_0 + \beta_1MP1 + \beta_2MP2 + \beta_3MP3 + \beta_4MP4 + \beta_5MP5 + \beta_6MP6 + \epsilon$$

Thus, the relationship between independent variable namely Role model, Acceptance, Companionship, Sponsorship, Delegation and Relationship with employee's performance can be expressed as follows:

$$EP = 1.570 + .073MP1 + .145MP2 + .057MP3 + .087MP4 + .156MP5 + .110MP6 + \epsilon$$

The result indicated that mentoring practices such as acceptance, sponsorship, delegation and relationship had positive and economic contribution in the model on employee performance in local government authorities at 95% confidence interval (coefficients of 0.145, 0.087, 0.156 and 0.110 with their p values 0.000, 0.004, 0.000 and 0.002 respectively). However, the findings revealed that role model and companionship had insignificant impact on employee performance at the same confidence interval (coefficients of 0.073 and 0.057 with their p values 0.073 and 0.162 respectively).

These results are supported by the previous studies in the developing and developed countries. For instance, [8] found out the positive and significant effect of mentoring practices on employee performance in the United States of America. This was further evidenced by [37], who noted on the positive and significant effect of mentoring practices on employee's performance in Nigeria. The study insisted that, mentoring practices were the effective strategy for not only developing the worker but also actualizing organizational socialization and employee performance. The same positive and significant effect of mentoring practices on employee performance were previously noted by [16] in Sub-Saharan countries including Tanzania. On contrary [9] noted that not mentorship but rather a level of fairness transparent with regards to appraisal

process and other remunerations related matter that would affect performance.

Nevertheless, these findings justify that mentoring practices in LGAs enhances employee's performance. This is because most mentoring practices provides experienced knowledge, and the acceptance of knowledge and skills became better on employees with effects on building close relationship. Mentoring practices through delegation of power assist to enhance proper decision making and which results into high performance [38]. In the same line finding by [13] indicated the mentorship of employee to enhance capabilities by providing career related information, would result into better understanding of their job and reducing job ambiguity. According to [39] assert that the mentorship addresses workforce abilities morale and level of motivation. However, the regression line indicates the relationship between the dependent variable (EP) and the independent variables, hence there is a converse relationship between performance and employee mentorship. This does not necessarily involve mentorship rather it is the ability of organization to adapt to the changing environment as the managerial practice may be setting divergence and interconnectivity between their roles and how the environment requires to behave.

5. CONCLUSIONS AND RECOMMENDATION

5.1 Conclusion

Based on the findings, it was concluded that mentoring had a positive significant effect on employee performance in LGAs in Tanzania. Results concluded that mentoring practice was a very important tool in improving employee performance. The conclusion was in consistent with the existing literature on the subject matter. [13] concluded that there existed a significant relationship between mentoring practice and employee performance as well as improving of individual employee performance. Though mentoring was a young concept, the results of the analysis showed that acceptance was the strongest predictor of employee performance and therefore its importance cannot be over-emphasized. Role model was found to be the most important aspect while

Comment [E29]: How qualitative indicators of the EP was quantified to fit for regression modelling? More how the coefficient of the variable MP1, MP2 are interpreted? are the unit impact on the Likert scale?

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sourcing for a mentor among other factors and therefore important to be considered.

5.2 Recommendation

It confirms that variables integrated with mentoring practice are as suitable model to enlighten the intention on employee performance. Moreover, the obtained findings would guide interest to stakeholders like; regulators, policy makers, planners, administrators and public at large to establish the knowledge transfer practice policy for integration in all LGAs. The study, therefore, recommends the LGAs to adopt a full-fledged formal program with necessary structures, manage guidelines and increase efforts in enforcing mentoring practices and also commit resources on the mentoring practice for EPLGAs.

CONSENT

As per international standard or university standard, respondents' written consent has been collected and preserved by the author(s).

ETHICAL APPROVAL

As per standard or university standard written ethical approval has been collected and preserved by the author(s).

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