



Factors Influencing Employee Job Commitment in the Public Sector: A Case Study of Temeke Municipal Council, Tanzania

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ABSTRACT

The study aims to assess the factors influencing employee Job commitment Case study Temeke Municipal Council, Tanzania. The main objective was to examine factors which influence employees Job commitment at work place in public sector Temeke Municipal. The specific objectives were to examine the relationship between communication practices within public sector, to examine various leadership styles within public sector organizations, to analyse the association between job satisfaction levels among public sector employees, to investigate the role of employee engagement initiatives in influencing job commitment within public sector organization. This research was guided by Social Exchange Theory and Agency Theory. The study adopted a descriptive research design and a quantitative approach. Data was collected structured questionnaires from a purposive sample of 50 and descriptively analyzed. The study found that both intrinsic and extrinsic factors significantly influence employee job commitment at Temeke Council. Key findings revealed that effective communication practices, transformational leadership styles, high job satisfaction, and robust employee engagement initiatives are positively correlated with increased job commitment. Employees who experienced clear and frequent communication, recognized and supportive leadership and opportunities for professional growth reported higher levels of engagement and loyalty to the organization. The study concludes that retaining and enhancing employee's commitment relies on deliberate efforts of the management to improve job satisfaction, quality selection of leadership styles, communication practices as well as employee's engagement. The study recommends the management of Temeke Municipal Council to invest in leadership development programs to enhance managers' skills in communication, conflict resolution, and team building. Effective leadership is crucial for fostering a supportive and motivating work environment.

Key words: Employee's Commitment, Employees' Engagement, Job Satisfaction, Leadership Styles

I. INTRODUCTION

In the contemporary, swiftly changing environment, the efficacy of public sector organisations is under heightened examination, propelled by globalisation, technological progress, and shifting societal expectations. In diverse global contexts, staff dedication to their roles has emerged as a critical factor in improving organisational performance and attaining excellence in public service. In nations such as the United States, Canada, and the United Kingdom, comprehensive studies have shown that employee job dedication is essential for organisational success. In the United States, research has demonstrated that elements such as effective communication, supportive leadership, and opportunities for professional development substantially impact job commitment and, subsequently, organisational performance (Rodríguez-Fernández et al., 2021; Yıldızhan et al., 2023). In China, studies indicate that job satisfaction and a favourable work environment are crucial for sustaining elevated employee commitment (Yondonrenchin et al., 2023). Organisations within the European Union have investigated the influence of leadership styles on employee engagement, identifying transformational leadership as a significant catalyst for commitment (Yondonrenchin et al., 2023). These findings highlight the fundamental significance of job dedication in many organisational settings.

In quickly growing nations such as India and Indonesia, the emphasis has transitioned to examining the impact of organisational practices and leadership styles on employee work commitment in the setting of substantial socio-economic transformations. Research in India indicates that although traditional hierarchical leadership styles remain dominant, there is an increasing focus on participative management to improve employee involvement and commitment (Sardana et al., 2024). Indonesia's varied cultural landscape has prompted studies that emphasise the significance of cultural alignment in influencing leadership practices and their effects on staff engagement (Pawirosumarto et al., 2017).



In Africa, the pursuit of enhancing public sector performance has resulted in heightened focus on the determinants of job dedication. Research in Nigeria and Ghana has concentrated on the influence of leadership styles, organisational culture, and employee satisfaction on job commitment in the public sector (Tetteh & Brenyah, 2016; Abasilim et al., 2019). South Africa has also examined the significance of good communication and leadership in enhancing job commitment among public sector employees (Jonck, 2024). These findings indicate an increasing acknowledgement of the necessity to address job commitment to improve public sector efficacy in African nations.

In the East African region, encompassing neighbouring nations such as Rwanda, Uganda, and Kenya, the emphasis on public sector performance is especially relevant due to continuing socio-economic transitions and development initiatives. Research in Rwanda has investigated the impact of leadership styles and employee engagement activities on work commitment within public institutions (Murayire, 2024). Kenya has examined the influence of organisational practices on employee commitment, emphasising the significance of work satisfaction and leadership in improving public sector performance (Onguae et al., 2018).

In Tanzania, the public sector encounters distinct difficulties and possibilities that affect employee job commitment. As Tanzania advances changes to enhance public service delivery, it is essential to comprehend the aspects influencing work dedication. Research has underscored the significance of effective communication, leadership approaches, and staff engagement strategies in influencing job commitment in the Tanzanian public sector (Bushiri, 2014). Nevertheless, research explicitly targeting the Temeke Municipal Council, a significant administrative region in Dar es Salaam, is scarce. The Temeke Municipal Council, a prominent municipal council in Tanzania, is essential for local governance and public service provision.

The Council's personnel, responsible for executing policies and services, are directly affected by organizational methods and leadership approaches. Comprehending the determinants of job commitment is crucial for enhancing the efficacy and efficiency of public services in this domain. This study seeks to address the gap in the literature by evaluating the factors that affect employee work commitment specifically within the Temeke Municipal Council. The research aims to elucidate how communication techniques, leadership styles, job satisfaction levels, and employee engagement efforts influence job commitment within the Tanzanian environment. The results will provide evidence-based recommendations to enhance job dedication, cultivate a positive work environment, and eventually improve the efficacy of public sector organisations in Tanzania.

1.1 Problem Statement

The efficacy of public sector organisations, particularly concerning staff dedication, is under heightened examination in the current dynamic landscape. Despite global research emphasising the significance of job commitment for organisational performance, substantial gaps exist in comprehending how diverse elements affect this commitment across varying contexts. Studies from the United States and the European Union have highlighted effective communication, supportive leadership, and professional development as essential variables for improving job commitment (Rodríguez-Fernández et al., 2021; Yıldızhan et al., 2023). India and Indonesia have emphasised participative management and cultural alignment (Sardana et al., 2024; Pawirosumarto et al., 2017). African studies, particularly from Nigeria and Ghana, focus on leadership styles, organisational culture, and job satisfaction (Tetteh & Brenyah, 2016; Abasilim et al., 2019). Nonetheless, there exists a significant deficiency of empirical research explicitly focused on the Tanzanian public sector, particularly the Temeke Municipal Council, which constrains our comprehension of local dynamics.

Although job dedication is recognised as crucial, the intricate relationships among leadership styles, communication techniques, and employee engagement require greater investigation. Current research frequently consolidates these elements without analysing their distinct and collective impacts on job commitment (Murayire, 2024; Jonck, 2024). A more focused conceptual framework is required to solve these deficiencies, taking into account the distinct setting of Tanzania. Theoretical paradigms utilised in worldwide research, like transformational and transactional leadership theories, offer valuable insights but have not been rigorously examined within the Tanzanian context. Theoretical models are required to incorporate local cultural, economic, and organisational aspects influencing job commitment in Tanzania.

The Tanzanian public sector encounters distinct problems, such as resource limitations and political pressures, which affect staff engagement (Bushiri, 2014). Although adjacent East African nations such as Rwanda and Kenya (Onguae et al., 2018; Murayire, 2024) have examined comparable concerns, there is a deficiency of targeted research regarding the particular circumstances within the Temeke Municipal Council. Comprehending how these local obstacles influence job commitment is essential for formulating successful treatments.



1.2 Research Objectives

The paper aimed at examining the factors which influence employee's job commitment in the public institutions focusing on the LGAs. Specifically, the study sought to:

- i. Examine the relationship between communication practices within public sector organizations and employees' job commitment.
- ii. Investigate various leadership styles within public sector organizations and their impact on employees' job commitment.
- iii. Analyze the association between job satisfaction levels among public sector employees and their job commitment.
- iv. Investigate the role of employee engagement initiatives in influencing job commitment within public sector organizations.

II. LITERATURE REVIEW

2.1 Theoretical Review

The study was guided by the two theories of Social Exchange Theory and the Agent theory which indicates the criteria which can make the employees accountable and committed to the job responsibility and the overall organization performance.

2.1.1 Social Exchange Theory

Social Exchange Theory (SET) was developed by George Homans in the 1950 as the model which laid the groundwork for measuring as well as understanding social behaviors in terms of exchange process (Sardana et al., 2024). The theory proposes that social interactions in the community are founded in terms of exchange processes which allows individuals to maximize rewards and maximize costs.

This exchange process is driven by the principle of reciprocity, where the balance between what one gives and receives determines the stability and quality of the relationship Source. In the context of employee commitment in the public sector, SET can be used to understand how employees' perceptions of their work environment and the benefits they receive influence their level of commitment to their organization. Employees are more likely to be committed when they feel that their contributions are valued and reciprocated by the organization.

2.1.2 Agency Theory

Agent Theory was Michael Jensen and William Meckling and published in 1976, the theory emphasises the importance of establishing a clear set of guiding principles that define the expected behaviours, values, and standards of public sector organisations and their employees (Ferdiana & Khoirunnisa, 2023).

These principles serve as a foundation for accountable and guide the decision-making and actions of public servants Source. By connecting Agency Theory with Organizational Commitment Theory, this study can delve into how public sector organizations like Temeke Council can design effective strategies to align the interests of employees with organizational goals. This approach not only helps in analyzing the factors influencing employee commitment but also provides practical insights into how to manage and improve these relationships in a statement that benefits both the company and the company employees.

2.2 Empirical Review

2.2.1 Leadership Styles on Employee Commitment

Empirical studies conducted by Araya-Orellana (2022) and Gupta and Patel (2020) have consistently underscored the profound impact of leadership styles on employee commitment within organizational settings. Among these styles, transformation leadership emerges as a pivotal factor positively influencing job commitment. Transformation leadership is distinguished by its emphasis on vision, motivation, and individual development. Araya-Orellana (2022) on his study have cemented that for the aim of effectively achieving the organization targets, it is vital to have the group of labour power which is more committed to the responsibilities, thus as an organization it is vital to make the quality selection of the leadership style which fits the employees demands.

For the organization to be in the best position of enhancing commitment of the employees it is vital to make sure that employees are well administered through the leadership style which is more friendly and the one which meets their demands (Araya-Orellana, 2022). This approach encourages a sense of purpose and direction among team members, aligning their individual aspirations with the broader organizational goals. Consequently, employees tend to exhibit

higher levels of commitment to their roles and the organization as a whole under the guidance of transformation leaders (Gupta & Patel, 2020)

The positive correlation between transformation leadership and increased job commitment can be attributed to several key aspects inherent in this leadership style. First, the visionary aspect of transformation leadership installs a sense of meaning and direction, enabling employees to perceive their contributions as integral to a larger, meaningful purpose. Second, the emphasis on motivation involves leaders inspiring and energizing their teams, fostering enthusiasm and dedication toward shared objectives. Finally, the focus on individual development allows employees to feel supported and valued, as leaders invest in their growth and provide opportunities for skill enhancement and advancement (Joel, 2019).

2.2.2 Organizational Culture and Employee Commitment

Afandi and Ansari (2021) shed light on the pivotal role of a supportive organizational culture in influencing employee commitment. The scholars insisted that for the aim of remaining competitive in the industry it is vital to have the organization structure which promotes commitment in the organization. The scholars have insisted that a workplace culture characterized by trust, collaboration, and fairness acts as a catalyst for fostering a sense of belonging and dedication among employees. When trust is established between employees and management, it creates an environment where individuals feel valued and respected, leading to higher job satisfaction and commitment (Gwahule, 2019).

Kafyeta (2019) has discussed the influence of organization culture on employee's performance and indicated that organization culture is having the direct correlation with commitment and morale of the employees to achieve the highest level of performance in the organization. Additionally, fairness in policies, decision-making, and treatment of employees ensures equity, promoting a positive perception of the organization and bolstering commitment levels (Gwahule, 2019). Such a positive workplace climate not only attracts and retains talent but also boosts morale, resulting in higher levels of commitment and overall organizational success. Ultimately, these studies underscore the profound impact of a supportive organizational culture on employee commitment, highlighting the importance of nurturing an environment that values trust, collaboration, and fairness (Abraham & Kaliannan, 2023).

2.2.3 Job Engagement and Organizational Commitment

Ferdiana and Khoirunnisa (2023) explored the connection between job engagement and organizational commitment, suggesting that the moderate correlations observed between the two stems from their differing foci. Job engagement primarily concerns employees' attitudes while at work, whereas work satisfaction encompasses attitudes toward work overall, including an evaluative aspect absent in engagement. Akparep and Jengre (2019) conducted confirmatory factor analyses, revealing that organizational contentedness, commitment, and engagement are distinct. Zola and Kaisi (2020) investigated engagement among group volunteers and found that the relationship between job engagement and satisfaction varied with tenure. Their model illustrates how engagement influences an individual's commitment to the organization, while organizational commitment predicts the intention to remain, typically around two years on average (Peter, 2019).

Motyka (2018) on the need for promoting employees' engagement in the organization it is vital to effectively invest in the enhancing the level of engagement for the aim of making employees more committed to the responsibilities, employees' connection with the job responsibilities relies on the extent they are engaged in the job design process. On the other hand, the study by Mishra and Boynton (2021) on the influence of organization engagement in enhancing the performance of employees indicates that employees who involved in the decision making process are more likely to be committed and having the positive attitude when implementing their responsibilities.

2.2.4 Individual Behavior and Job Commitment

Lyimo and Tarimo (2022) conducted research aimed at analyzing individual behaviour within the workplace to enhance productivity. Their study delved into the causal factors influencing employee engagement. According to Lyimo and Tarimo (2022) their empirical findings revealed that robust internal marketing efforts positively impact employee involvement, while insufficient internal marketing has a detrimental effect. Additionally, the presence of emotional bonds in the workplace significantly boosts employee engagement. Furthermore, employees demonstrating internal locus of control exhibit higher levels of involvement compared to those with external locus of control. In summary, the paper succinctly outlines previous research on the behaviour of individuals considered "lazy."

Gupta and Patel (2020) describe job satisfaction as a multifaceted concept encompassing various dimensions that elicit emotional responses from employees. It entails how individuals perceive and feel about their work and its



different facets. Zola and Kaisi (2020) notes a shift in the research landscape over the past three decades, moving from viewing job satisfaction purely as a fulfilment of needs to understanding it as an attitudinal aspect. For instance, employees may exhibit attitudes of engagement or detachment towards their organization. Kafyeta (2019) defines job satisfaction as a psychological construct comprising two main elements: a cognitive aspect (pertaining to the perception of needs being met) and an affective aspect (involving the emotions associated with this perception).

III. METHODOLOGY

3.1 Study Area and Population

The study focused on public sector organizations within Temeke Municipal. The chosen study area was selected based on its representative nature of public sector dynamics and the availability of diverse organizations. The decision to focus on a specific region allowed for a more targeted and contextualized investigation into the factors influencing job commitment among public sector employees. The population of this study consisted of employees working within public sector organizations in the selected study area Temeke Council where in total the population is 1,205,949.

3.2 Research Approach and Design

This study employed the quantitative approach and descriptive research design for the aim of obtaining the information which are more valid as the quantitative research approach helps the researcher to meet the wider number of respondents. Through the quantitative research approach the researcher became in the best position of obtaining descriptive data on factors influencing job commitment among public sector. The research further employed the descriptive research design to validate and quantify findings from the field through a structured quantitative survey. Descriptive analysis allowed the researcher to employ a structured survey to gather numerical data, this design allowed for a comprehensive understanding of the factors influencing job commitment among public sector employees.

3.3 Sample Size and Sampling Technique

The study employed the purposive sampling technique to ensure a representative and diverse sample of public sector employees within the selected study area, Temeke Council. A total of 50 participants were selected, providing a comprehensive sample size that balanced the need for detailed insights with the practical constraints of the research. This careful sampling process enhanced the reliability and validity of the study's findings, making them more generalizable to the broader public sector context.

3.4 Data Collection Methods and Analysis

Reflecting to the research approach which is quantitative and descriptive research design the scholar employed the survey questionnaires as the primary and major data collection method in the study. The research used questionnaires which were structured reflecting the research specific objectives and they were supplied to the non-administrative employees of Temeke Municipal Council. The researcher used descriptive data analysis techniques to arrange the findings in specific research patterns. Regression analysis was later employed by the relationship between the dependent and the independent variable of the study. This involved coding the data and categorizing similar responses, and interpreting the underlying meanings to provide a comprehensive understanding of employee commitment and job satisfaction in Temeke Council.

IV. FINDINGS & DISCUSSION

4.1 Communication Practices and Job Commitment

Effective communication practices ensure that employees are well-informed, motivated, and aligned with the organization's goals. Table 1 shows communication practices that could influence job commitment.

Table 1

Communication Practices and Job Commitment

Communication Practice	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Information flow is effective	10	15	10	8	8
Clarity of Communication	10	15	10	8	8
Frequency of Communication	13	15	10	8	5

A correlation analysis revealed a positive relationship between effective communication practices and job commitment. Employees who agreed or strongly agreed that information flow, clarity, and frequency were satisfactory also reported higher levels of job commitment. This finding underscores the importance of transparent and consistent communication within organizations, as it fosters trust, reduces uncertainty, and enhances employees' sense of belonging and involvement in the company's goals. According to (Abraham & Kaliannan, 2023),

Effective communication practices are crucial for aligning employees with the organization's vision, which in turn boosts their commitment and productivity. Similarly, There (2015) highlight that clear communication helps in mitigating misunderstandings and promoting a collaborative work environment, thereby strengthening the overall organizational culture and employee loyalty.

4.2 Leadership Styles and Job Commitment

Leadership styles significantly impact employee morale, motivation, and commitment. Different leadership styles can either enhance or hinder job commitment within public sector organizations. Figure 1 shows the kinds of leadership styles in the organizations.



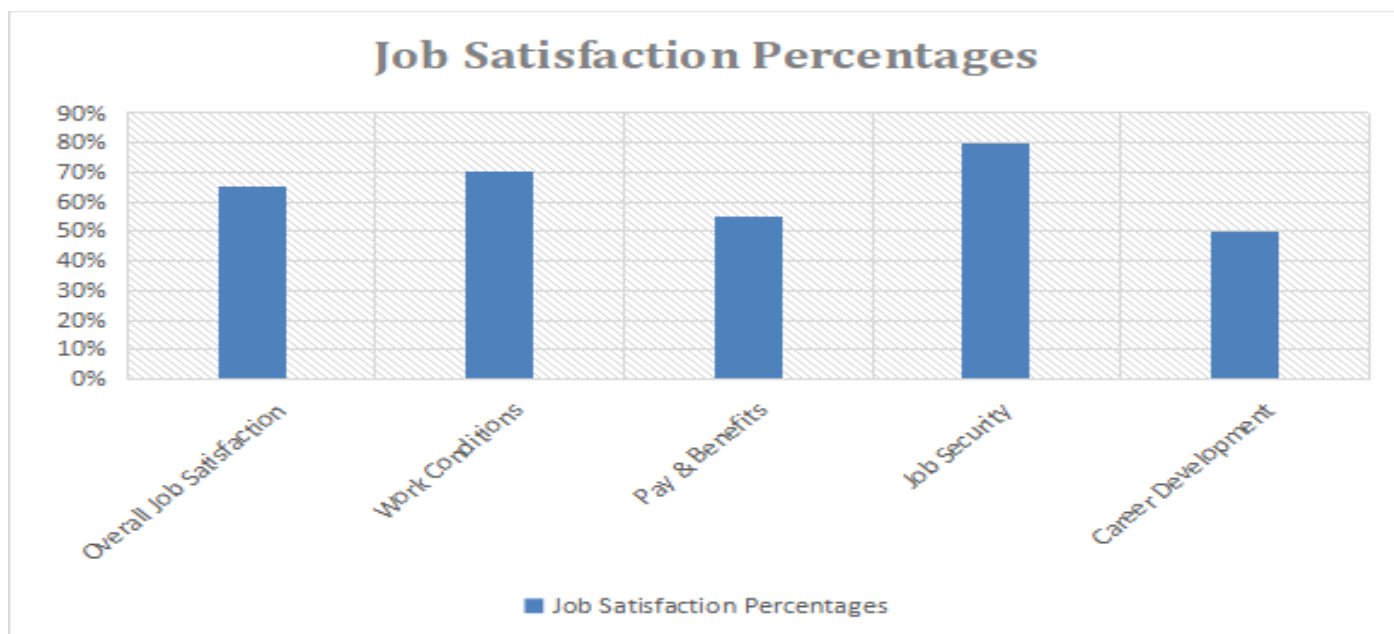
Figure 1

Leadership styles and Job commitment

The findings obtained from the field revealed that transformation leadership, characterized by inspiring and motivating employees, was positively correlated with high job commitment. Employees who perceive their leaders as transformation reported higher levels of engagement and loyalty to the organization. In contrast, transaction leadership had a moderate impact, while laissez-faire leadership was associated with lower job commitment. These findings correlate with the views of Akparep and Jengre (2019) who emphasized the critical role of leadership style in influencing employee commitment and organizational success.

4.3 Job Satisfaction and Job Commitment

Participants were asked to rate their overall job satisfaction and its influence on their job commitment. The survey covered aspects such as work conditions, pay, job security, and career development opportunities.

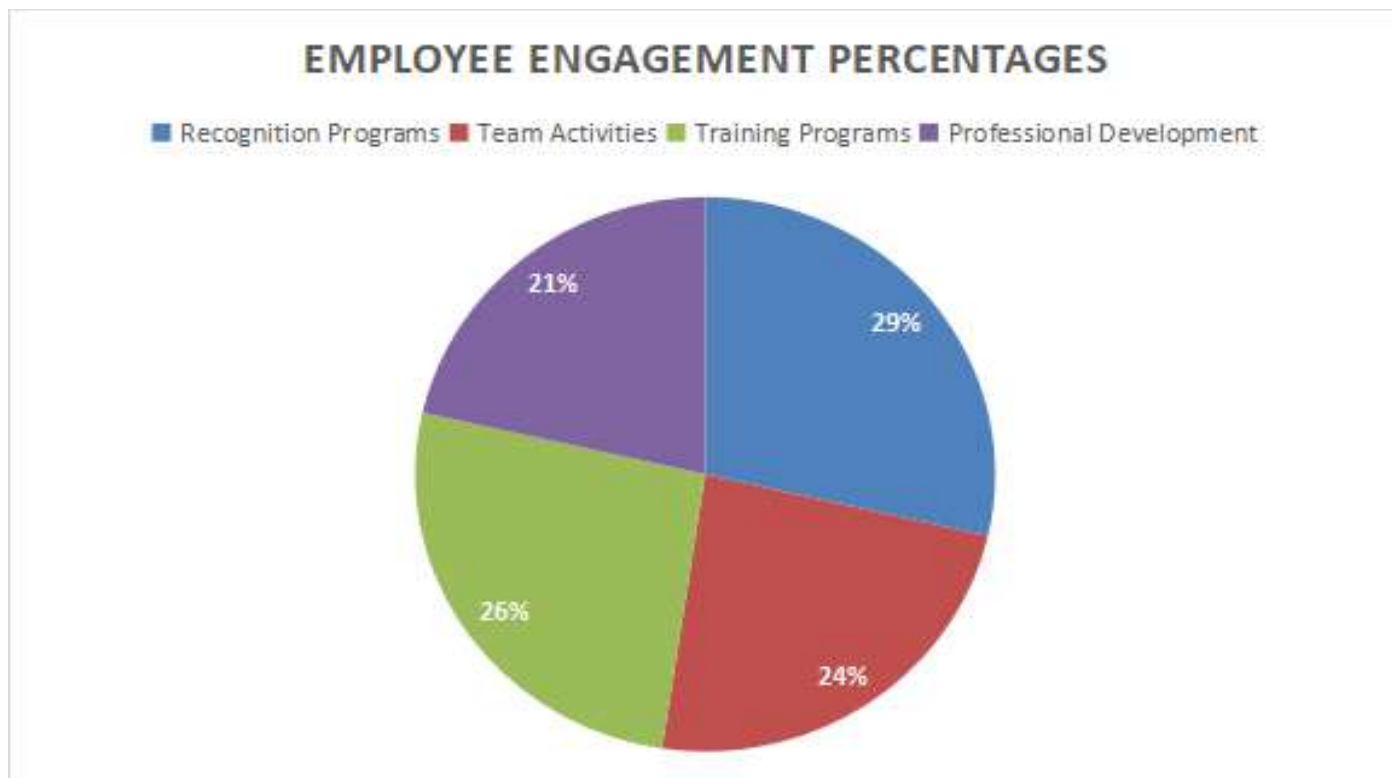
**Figure 2***Satisfaction and Job Commitment*

According to the findings obtained from the field high job satisfaction is strongly linked to high job commitment. Employees who are satisfied with their work conditions, pay, job security, and career development opportunities are more likely to remain committed to the organization. However, career development opportunities emerged as a potential area for improvement. This connection between job satisfaction and commitment is well-documented in the literature. For instance, Ferdiana and Khoirunnisa, (2023) posits that job satisfaction serves as a key predictor of employee retention, as it directly influences their emotional attachment to the organization. Similarly, Wasira, (2022) emphasize that employees who experience fulfilment in their roles are more likely to develop a strong commitment to their employer, reducing turnover rates and enhancing organizational stability.

Ensuring job satisfaction is crucial for maintaining high levels of job commitment in public sector organizations. The Temeke Council should focus on enhancing career development programs to address the lower satisfaction in this area. Providing competitive pay and benefits, maintaining good work conditions, and ensuring job security are also essential for fostering a committed workforce. The findings agree to Zola and Kaisu (2020) arguments who insisted that well-structured career development opportunities contribute significantly to job satisfaction, as employees feel valued and see a future within the organization

4.4 Employee Engagement Initiatives and Job Commitment

Employee engagement initiatives it plays a vital role in enhancing job commitment. Engaged employees are more likely to be motivated, productive, and loyal to their organization. Participants were asked about the effectiveness of various employee engagement initiatives and their impact on job commitment. The survey included questions about recognition programs, team-building activities, training, and professional development.

**Figure 3**

Data presentation Employee Engagement and Job Commitment

Employee engagement initiatives positively influence job commitment. Recognition programs and training opportunities were particularly effective in enhancing employee commitment. Team-building activities and professional development also contributed to higher levels of engagement and commitment, though there is room for improvement. These findings align with the thoughts of Gupta and Patel (2020) when employees feel recognized and appreciated, they are more likely to be engaged and committed to their roles, leading to higher productivity and lower turnover rates. The study made by Ferdiana and Khoirunnisa (2023) highlights that employees who participate in continuous learning and development programs are more likely to remain committed to their organization, as they see these opportunities as investments in their personal and professional growth.

Effective employee engagement initiatives are essential for fostering job commitment in public sector organizations. The Temeke Council should continue to invest in recognition programs and training opportunities while also enhancing team-building and professional development initiatives. Engaging employees through various initiatives can lead to a more committed and motivated workforce. Recognition programs that acknowledge individual and team achievements can significantly boost morale and reinforce a culture of appreciation, which in turn enhances employees' emotional connection to the organization (Ferdiana & Khoirunnisa, 2023). According to Joel (2019) such investments in employee development are strongly correlated with higher levels of engagement and commitment. Previous scholars' thoughts indicates that by engaging employees through a variety of initiatives, the Temeke Council can cultivate a more dedicated and motivated workforce, ultimately contributing to its overall effectiveness and success.

4.5 Relationship between the Factors Influencing Employees Job Commitment and the Increase of Employee's Commitment at Temeke Municipal

This section indicates the correction between the study variables with an independent variables' factors influencing employees' job commitment and the dependent variable which was the increase of employee's commitment at Temeke Municipal Council.



Table 2

ANOVA (Factors Influencing Employees Job Commitment and the Increase of Employee’s Commitment at Temeke Municipal)

Model		Sum of Squares	df	Mean Square	F	
1	Regression	10.35	4	2.59	24.74	.000
	Residual	2.61	25	.10		
	Total	12.97	29			
a. Dependent Variable: the increase of employee’s commitment at Temeke Municipal						
b. Predictors: (Constant), communication practices, leadership styles, job satisfaction and employee’s engagement						

The analysis in table 2 indicates that the significance of F statistics is 0.00 which is less than 0.05. This implies that there is a significant relationship between factors influencing employees’ job commitment and the increase of employee’s commitment at Temeke Municipal. Communication practices, leadership styles, job satisfaction and employee’s engagement as the variables forming and independent variable are having a direct influence on the increase of employee’s commitment at Temeke Municipal. According the findings analysed through the ANOVA regression it is vital clear that factors influencing employees’ job commitment are having the direct positive correlation with the increase of employee’s commitment at Temeke Municipal. Results from the field correlates with the thoughts of Joel (2019) who cemented that having the highly committed labour power relies on the management efforts and deliberate investment in the elements which are having the which build connection between the organization and the employees.

Table 3

Coefficients (Factors Influencing Employees Job Commitment and the Increase of Employee’s Commitment at Temeke Municipal)

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1		.96	.42	.00	2.27	.032
	Communication practices	.12	.11	.332	-1.03	.012
	Leadership styles	.29	.25	.295	1.17	.055
	Job satisfaction	.21	.21	.136	1.01	.024
	Employee’s engagement	.19	.17	.238	1.12	.018
Dependent variable: the increase of employee’s commitment at Temeke Municipal						

Table 3 represents the correlation coefficient between the independent variable of Communication practices, Leadership styles, Job satisfaction, Employee’s engagement and the dependent variable which was the increase of employee’s commitment at Temeke Municipal. The results from the field indicate that with the other variables held constant, employee’s commitment at Temeke Municipal increased by 0.332 for every increase in the communication practices within an institution, also employee’s commitment at Temeke Municipal increased by 0.295 for every increase in the quality selection and adoption of leadership styles. Table 3 further indicates that employee’s commitment at Temeke Municipal increased by 0.136 for every increase in employees’ job satisfaction. On the other hand, employee’s commitment at Temeke Municipal increased by 0.345 for every increase in employee’s engagement.

This indicates that the majority of the respondents participated in the study believe that the investment in measures which promotes job satisfaction such as quality working environment directly impact the employee’s satisfaction as suggested by Murayire (2024) who insisted that having the labour power which is more satisfied reduced the chance for turnover incidents and increase employee’s performance. On the other hand, Araya-Orellana (2022) cemented that as the leader in the public institution it is vital to make quality selection of the leadership style which don’t demoralize employee’s performance.

V. CONCLUSIONS & RECOMMENDATIONS

5.1 Conclusions

The study concludes that both intrinsic and extrinsic factors significantly influence employee job commitment in Temeke Council. Factors such as job satisfaction, recognition, and opportunities for achievement play a crucial role in enhancing employees' emotional connection to their work, leading to higher engagement and loyalty. Extrinsic

factors, including competitive compensation, a supportive work environment, and effective leadership, are equally essential in ensuring that employees feel valued and secure within the organization.

5.2 Recommendations

The study recommends the management of Temeke Municipal Council to invest in leadership development programs to enhance managers' skills in communication, conflict resolution, and team building. Effective leadership is crucial for fostering a supportive and motivating work environment. The council should also establish mentoring schemes where experienced leaders guide and support newer managers, ensuring continuity of effective leadership practices. The council should make a promotion in transparent and open communication between management and staff. Regular updates on organizational goals, changes, and performance can help employees feel more connected and valued.

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