

**EFFECT OF EMPLOYEES' TEAMWORK ON JOB SATISFACTION IN
HIGH COURTS: A CASE OF HIGH COURT OF TANZANIA, TEMEKE
REGISTRY**

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**A DISSERTATION SUBMITTED IN PARTIAL FULFILLMENT OF THE
REQUIREMENTS FOR THE DEGREE OF MASTER OF HUMAN
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CERTIFICATION

The undersigned certifies that he has read and hereby recommends for acceptance by the Open University of Tanzania a dissertation titled; "Effect of employees' teamwork on job satisfaction: A case of High Court of Tanzania, Temeke registry" in partial fulfilment of the requirements for award of Master Degree in Human Resources Management of the Open University of Tanzania.

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Signature

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Date

DEDICATION

I dedicate this research to my family, whose patience and understanding made it possible for me to finish my work. I also thank them for their love and support during my academic career and the writing of this dissertation.

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I would like to thank all those who gave a helping hand and made this research project possible. First. I wish to thank the almighty God, my creator, for the gift of life and wisdom.

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ABSTRACT

The study sought to assess the effects of employees' teamwork on job satisfaction in the high court of Tanzania. A positivistic philosophy and quantitative research approach were used to produce quantifiable and reliable data generalised to some large populations. In addition, it was thought that a cross-sectional research design would be advantageous given this study's circumstances of constrained time and resources. A sample size of 43 respondents out of 76 employees working at the high court of Tanzania, Temeke registry was considered to be reasonable and affordable using simple random sampling. Descriptive statistics was used to analyze quantitative data concerning the effect of teamwork towards employees' job satisfaction in the High Court of Tanzania, Temeke registry. Multiple regression analysis was also carried out to determine the general relationship between the independent (team autonomy, organizational feedback and employees' task identity) and dependent variables (employees' job satisfaction). Based on the study findings, all variables included in the model (Team autonomy, organizational feedback and task identity) predicted 67% of variations in employees' job satisfaction (Nagelkerke $R^2 = 0.671$). Therefore, all variables included in the model had significant effects or relationships on employees' job satisfaction at the workplace. Based on the study findings, the researcher recommends that public institutions such as the high court should deal with the issue of teamwork since collaboration at the workplace keeps employees dedicated to their responsibilities and encourages them to take their work seriously and with delight.

Keywords: *Teamwork, Job Satisfaction, Team Autonomy, Task Identity, Organizational Feedback*

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CHAPTER ONE

INTRODUCTION

1.1 Overview

An overview of the study on the impact of teamwork on job satisfaction is provided in this chapter. a case study of the Temeke registry of the High Court of Tanzania. It includes information on the study's history, the problem it set out to solve, its goals, and its relevance. This chapter's final section provides an overview of how the proposal is structured.

1.2 Background of the Study

Job satisfaction among employees is seen as a crucial success factor for businesses. Numerous studies on this subject have been undertaken globally (Seda, 2014). This subject has generated interest in Turkey as well in recent decades. Unfortunately, it has been found that Turkish major governmental entities have not conducted nearly enough studies on employment satisfaction. Job satisfaction is a critical issue in Tanzanian institution management and one of the key measures of an organization's health. Therefore, corporations place a high value on the problem of job happiness.

According to Seda (2014), employee satisfaction levels are crucial for businesses since happy employees are more productive and help their companies succeed in the long run. High Courts of Tanzania's staff members are crucial to the organization's efficacy and productivity, and a content employee is a productive one. Without taking into account utilizing the staff's skills and enhancing their working conditions, an organization cannot grow.

Employee job satisfaction becomes more significant in their working lives because they spend the majority of their waking hours at work. As a result, a productive work environment is essential for the High Court of Tanzania, Temeke registry. Accordingly, issues that affect job satisfaction are crucial for enhancing the well-being of a significant portion of our population.

As a result, Mahmood and colleagues in 2011 noted, that the idea of job happiness has drawn interest in several professions, including the legal industry. Collaborative abilities are essential for improving workplace satisfaction because cooperation reinforces individuals' responsibilities through interpersonal involvement and promotes a sense of belonging. Their attitudes are affected by this, which could improve output and overall job satisfaction.

Teamwork is the most crucial aspect of every company, whether it is in the public or private sector, everywhere in the globe. It is essential to any business's success (Septianiet *al.*, 2017). Regardless of whether they are in the public or private sector, every organization has to deal with the issue of teamwork (Standlord et al., 2017). Almaamariet *al.*, (2021) claim that workplace collaboration keeps employees dedicated to their responsibilities and encourages them to take their work seriously and with delight, which is an energizing force and the primary cause of movement for every living creature.

Employee happiness is therefore strongly influenced by the organization's positively engaged workforce, and a team's unmotivated members can substantially harm the company (Al-Harethiet *al.*, 2018). Additionally, the advantages of cooperation typically include enhancing employee relationships, interpersonal skills, work-life

balance, flexibility, job satisfaction, and performance. Additionally, it promotes cooperation, offers social support, and makes work more fascinating and difficult (Levi, 2014).

Therefore, providing effective, efficient, accessible, feasible, and high-quality services by legal personnel and other staff who are technically motivated by teamwork is crucial for achieving legal objectives in a population everywhere, including those working in the high court (Al-Shammari *et al.*, 2018). A service-oriented organization like the government must be aware of and understand the motivating needs of its employees because teamwork is an important tool for both employee and government organization performance including public service fields like High Court, Temeke (Garg *et al.*, 2015). Employee job performance and satisfaction in any organization are influenced by both intrinsic and extrinsic teamwork variables in today's globally competitive market. (Sreekumaran *et al.* 2017)

While extrinsically driven employees may carry out activity obligations to receive a reward like a wage, Standlord *et al.* (2017) suggested that both teamwork elements affect employee performance and behaviour. Work is completed by employees who are intrinsically motivated because they feel fulfilled and self-actualized. If teamwork is rewarding and compatible with the capacity to individually address the needs of each employee, then every employee should perform better in the organization (Sreekumaran *et al.*, 2017). The human resource mix that is accessible and the teamwork aspects that might determine each employee's level of job satisfaction inside the organization have a significant impact on how well employees perform in legal institutions (Almaamari *et al.*, 2021).

The effective delivery of legal services in East Africa, which also has a favourable effect on employee work satisfaction, depends on highly motivated legal experts like those in the High Court (Al-Harethi *et al.*, 2018). It has been asserted that in Kenya, identification of the driving forces behind elevated employee job satisfaction, performance, and satisfaction enables the adoption of focused plans for ongoing improvement. According to Al-Arafat *et al.* (2002), when workers are unhappy at work, they retreat and exhibit behaviours like absenteeism, rebellion, and attitude that impair their performance and reduce production and effectiveness inside the company. Employees use their skills efficiently and the organization gains when they are motivated and happy in their jobs.

In this era, the willingness of employees to work and stay in an organization depends on the extent to which they are adequately motivated by the organisation (Sanyal *et al.*, 2018). While economic factors are important in this regard for the teamwork and retention of law enforcement officers in jails and other work locations, other factors that are also crucial for their loyal stay are also driven by teamwork (Al-Arafat *et al.*, 2021).

In Tanzania, according to Al-Shammari *et al.*, 2018) teamwork is a driver of law worker performance law enforcers in the Tanzanian High Court and the Ministry of Law in Tanzania have rolled out enough teamwork policies to accentuate employee performance and satisfaction of law workers among high court in attaining organisation goals. (Al-Maamari, 2020). Argued that businesses that can foster a culture of hard work and teamwork will be better positioned to compete in a competitive national and international environment that requires quality and cost-

effective goal-achieving, this study used the High Court of Tanzania in the TEMEKE municipality as a case study to analyse the effects of teamwork on employees' job satisfaction of teamwork towards job satisfaction.

The Job Characteristics Theory, created by Hackman and Oldham, serves as the study's primary theoretical framework. According to this notion, the type of jobs that employees execute has a significant impact on their motivation. According to this theory, there are five key aspects of a job—skill variety, task identity, task significance, autonomy, and feedback—which together influence three key psychological states: the perception of the work as meaningful, the sense of accountability for the results, and awareness of the actual results attained. These psychological conditions have a cascading effect that affects several work-related outcomes, such as job satisfaction.

1.3 Statement of the Problem

To improve employee job satisfaction at public institutions, particularly in the High Court, teamwork is crucial. A few of the government's initiatives to enhance Tanzania's legal sector include the implementation of the performance Review and Appraisal System (OPRAS), the 1993 Civil Services Reform Programme, the Comprehensive Public Reform Programme (PSRP), and the PSRP's second phase in 2008 as part of public sector reforms (Raju, 2021). Poor lawyer teamwork is one such attempt, and it has been identified as a significant obstacle to both the job satisfaction and performance of lawyers. It has been shown to have considerable consequences for the quality of legal services delivery (Al-Maamari, 2020).

Every manager aspires to increase employee work satisfaction as a means of attaining organizational objectives. As stated by Venkatesh (2019). If the organization does not inspire its personnel and meet their requirements personally, employees in law institutions find it difficult to address the demands of their clients. The management of the high court is in charge of the welfare, and effectiveness, and inspires its staff to work harder and more productively while providing outstanding client service (Sanyal et al., 2018).

A hierarchy of teamwork requirements or disincentives is produced by the work that attorneys and other staff members perform, how they are compensated, and the organizational and system context in which they operate. Teamwork is typically intended to improve staff recruitment and retention, motivate providers to provide certain services, encourage cost containment, increase productivity and service quality, and enable effective management (Raju, 2021). Although teamwork variables are important for employee job satisfaction, little is known about how successful they are in Tanzanian legal institutions, and in particular, how much teamwork aspects influence employee job satisfaction in legal systems (Raju, 2018).

Other studies on teamwork factors have been conducted abroad, such as those by (Sanyal et al., 2018; Raju, 2018; Septian et al., 2017; Raju, 2021). Impact of employees' job performance in various institutions, such as the education sector, banking sector, and beverage industry in particular, but not on legal frameworks, particularly the high court (Septiani et al., 2017 and Al-Salman et al., 2016). This study aims to close this gap by evaluating teamwork as a tool for improving work job satisfaction and performance among law enforcers in public government

organizations. It does this by conducting an assessment of the effect of teamwork towards employees' job satisfaction in a Case of the High Court of Tanzania in Temeke municipality.

1.4 Research Objectives

1.4.1 General Objective

This study's main goal is to evaluate how teamwork among employees affects job satisfaction in the context of a case from Tanzania's High Court, Temeke Registry.

1.4.2 Specific Objectives

- i. To assess the effect of employees' task identity towards job satisfaction.
- ii. To assess the effect of organizational feedback towards employee job satisfaction.
- iii. To assess the effect of team autonomy towards employee job satisfaction.

1.5 Research Questions

- i. What is the effect of employees' task identity towards job satisfaction?
- ii. What is the effect of organizational feedback towards employees' job satisfaction?
- iii. What is the effect of team autonomy towards employees' job satisfaction?

1.6 Significance of the Study

The public sector, particularly the High Court, will significantly and greatly benefit from this study because of its emphasis on the role of teamwork for employees in

achieving job satisfaction. The study offers insight into the driving traits that court personnel will value highly. This study provides legal authorities with insight into what has to be done to improve the workplace, especially in high courts, to improve employee performance by identifying the factors that lead to effective employee teamwork in courts.

This study will close a knowledge gap in the area of teamwork among court employees and employees of other public institutions. It will also provide policymakers in the Ministry of Law, Tanzanian Law Services and Societies, and the Management of the Higher Court with information on teamwork directives that may improve employee job satisfaction in legal institutions. Finally, by better understanding the issue of teamwork and employee performance, the researcher will be able to recommend relevant steps to be taken to improve employee job satisfaction in law institutions.

1.7 Organization of the Proposal

Three chapters make up this study. The study's background, issue description, goals, and research questions are all presented in the first chapter along with the study's significance. The chapter's conclusion discussed the importance of the research.

In the second chapter's literature study, terms including teamwork, job satisfaction, supervision, commitment, and involvement are defined along with other terms. This section also discusses a review of the theoretical literature in addition to the empirical literature. Finally, the conceptual framework and the identified research gap are discussed.

The study's methodology is highlighted in Chapter 3. There have been presentations on topics such as research philosophy, research approach, research design, sample techniques, population, data collection, and data analysis. Also included are validity and reliability, moral dilemmas and a summary of the chapter.

Chapter four deals with data analysis, presentation as well and discussion of findings.

Chapter five deals with conclusions and recommendations.

CHAPTER TWO

LITERATURE REVIEW

2.1 Overview

This chapter summarized what other authors had to say about how teamwork contributed to job satisfaction at the High Court of Tanzania. The chapter collated and documented research on the impact of teamwork on workplace satisfaction from both individual and institutional studies, experiences, and reports. However, reviews of the theoretical and empirical literature are also covered.

2.2 Definition of Concepts

2.2.1 Teamwork

Working as a team to accomplish shared objectives or tasks is known as teamwork. According to Onyekwelu's definition from 2018 this situation, entails people working together, combining their knowledge and talents, and being adaptable enough to play a variety of roles to achieve common goals. Through encouraging collaboration, teamwork can increase individual productivity, optimize workforce utilization, and possibly improve both individual and organizational performance. Effective staff cooperation is quickly becoming the norm for businesses.

A study conducted in 2016 by Walid and colleagues found that collaboration entails individuals working together and leveraging a variety of crucial abilities and behaviours. Teamwork is simply a collaborative effort when a group collaborates to carry out a task or realize a common objective in the most time- and cost-efficient manner feasible. This idea is frequently considered in the broader framework of a team, which consists of separate individuals working together to accomplish a

common goal. As Mark and his team noted in 2001, teams of autonomous employees regularly combine their efforts to accomplish common objectives.

2.2.2 Job Satisfaction

According to Amare et al. (2021), job satisfaction is a pleasant or positive emotional state that is the outcome of appraising one's job or career. Job satisfaction is a feeling of inner contentment and pride that one experiences when doing a specific job. Employees experience job satisfaction when they believe they have accomplished something important and worthy of praise. According to Goetz (2013), the appropriate definition of job satisfaction for this study is the degree of contentment that employees experience at work. Job satisfaction is frequently defined as the employee's experience of the quality of life at work and as the condition that could be supported by social responsibility initiatives carried out by the company. The degree to which people like or loathe their occupations is referred to as their level of job satisfaction.

2.2.3 Team Autonomy

How much flexibility employees have at work is referred to as their level of autonomy. It denotes that the team is free to define their agendas and determine how to complete their work (Jill, 2021).

2.2.4 Feedback

Giving teams feedback is communicating information on their activities, events, performance, procedures, or behaviours concerning the assigned work to teams or individual team members. Employees can become more effective at work by

maximizing their talents and strengthening their flaws with the help of feedback at work, according to Catherine et al. (2012).

2.2.5 Task Identity

The term "task identity" describes a circumstance in which an employee completes a comprehensive and recognizable task. In general, task identity happens when an employee can do a task completely, as opposed to focusing on just a tiny section of it (Towler, 2020).

2.3 Theoretical Review

2.3.1 Job Characteristics Theory

The concept of job characteristics was developed in 1976 by Hackman and Oldham. This strategy is based on the idea that the task at hand is largely what motivates employees. Five essential job characteristics—skill variety, task identity, task significance, autonomy, and feedback—according to the article—have an impact on three critical psychological states—experienced meaningfulness, experienced responsibility for outcomes, and knowledge of the actual results—which in turn affect work outcomes, including job satisfaction.

This study will be based on this premise since job satisfaction in the High courts is a complicated concept that correlates to a lot of variables connected to job characteristics. Hackman and Oldham's theory on job characteristics states that five essential employment traits have an impact on job satisfaction.

The work characteristics hypothesis, according to Charl (2014), is debatable since it leaves out structural factors that could affect an individual's productivity and contentment. Job experiences can change personality traits and needs-based variables. The framework for the job characteristics theory was developed in the 1980s, a time when specified roles inside organizations were tightly associated with job design. Another flaw in the hypothesis is this. But since then, there has been a tremendous change in the workplace, and there is now a focus on essential skills that are applicable in a range of settings and roles.

2.4 Empirical Review

2.4.1 The effect of Team Autonomy Towards Employees' Job Satisfaction.

For both male and female employees, there is a significant association between outwardly visible job qualities and total job happiness. The results point to a consistent pattern of relationships for both sexes and emphasize how crucial it is to have unified job characteristics to have job satisfaction, as suggested by Eria and their team in 2022. In 1976, Hackman and Oldham claimed that certain employment features, such as skill variety, task identity, autonomy, and feedback, can inspire individuals to perform well on the job.

The workplace must contain all necessary components of the job characteristics to achieve high job satisfaction. For instance, the term "autonomy" refers to an employee's freedom and independence to organize their job and choose the best course of action for completing it. The sense of duty grows stronger with increased autonomy. Autonomy was one of the factors Eria and colleagues identified in 2022 as having a substantial impact on job happiness.

Job autonomy gives workers the power to choose their duties, restrict their exposure to difficult parts of their jobs, and avoid stressful situations altogether. In turn, this lessens emotions of threat and encourages healthy coping strategies. When a job offers more autonomy, stress levels among employees are lower. According to Justin's 2016 hypothesis, research has established a positive relationship between employee performance and job satisfaction, indicating that higher levels of autonomy increase employee performance through higher levels of trust, which in turn improves work effectiveness and job satisfaction.

2.4.2 The Effect of Organizational Feedback Towards Employees' Job Satisfaction

The association between successful downward communication and job satisfaction, organizational commitment, and employees' propensity to leave a company was explored by Raina et al. (2016). They discovered that job happiness is significantly predicted by feedback. In Pakistani banks, Eriaet al. (2022) looked into the effect of internal communication on employee work satisfaction. All three aspects of communication significantly impacted employee work satisfaction, according to their regression analysis.

Sharma (2015) examined the significance of many communication satisfaction aspects with the idea that satisfaction is multifaceted to test the relationship between communication satisfaction and work satisfaction. According to the study, there is a substantial positive association between overall communication happiness and job satisfaction scores, which is statistically significant. This finding shows that when employees are happy with communication at work, productivity increases.

Employee performance and motivation can be improved when they comprehend, accept, and act on feedback. It gives further details about what is expected at work and how duties relate to long-term objectives or possible jobs within the firm. Task feedback, which is related to employee autonomy, is where the job owner receives direct input from the task itself. Coworkers and the position incumbent's opinion of organizational rules and practices are further sources of feedback for employees (Taavi, 2017).

2.4.3 The Effect of Employees' Task Identity Towards Employee Job Satisfaction

Wegman et al. (2018) conducted a cross-temporal meta-analysis to examine changes in five important job characteristics, including task identity, task relevance, skill variety, autonomy, and feedback from the job, as well as changes in the connections between job attributes and job satisfaction. The results of the study show a strong correlation between task identification and job satisfaction.

In the prior study, Andrew et al. (2016) looked into the relationship between workplace characteristics and worker job satisfaction. The results indicated that job characteristics and job satisfaction were significantly correlated, with task identity exhibiting the highest correlation. Job characteristics have an impact on a variety of workplace outcomes, including job satisfaction. A positive, emotional response to one's employment and working conditions is implied by job satisfaction.

According to Ahmet et al. (2014), task identity is crucial since seeing the results of one's work can make a job feel more meaningful. When workers only finish a small portion of the labour, it could be more difficult to observe the results. the degree to which personnel complete a task in its entirety and can see the outcome of their labour. The relationship between an employee's expectations about their requirements and the perception they have while performing the work is what determines how satisfied they are with their job. It is crucial for improving employee performance and happiness to have roles and tasks that have been designed properly (Wambui, 2018).

2.5 Research Gap

Other research on teamwork aspects has been done abroad, including studies by Sanyal *et al.* (2018), Raju (2018), and Eria *et al.* (2019). Impact of employees' job performance on many institutions, including the banking sector, the beverage industry, and the education sector in particular, but not on legal frameworks, particularly the High Court (Septiani *et al.*, 2017; Wambui, 2020).

Despite their existence, the focus of their research was on job satisfaction in industries other than law. Therefore, this study examined the relationship between teamwork and employee job satisfaction in the High Court of Tanzania, Temeke registry, focusing on the relationship between team autonomy and employee job satisfaction, the relationship between employee job satisfaction and feedback, and the relationship between employee job satisfaction and task identity. Descriptive statistics and multiple regression analysis were used in the current study, in contrast to the preceding studies' principal data-gathering methods of chi-square, independent t-test, one-way ANOVA, content analysis, and thematic analysis.

2.6 Conceptual Framework

The conceptual framework, which consists of independent and dependent variables, directs this investigation. In the High Court of Tanzania, it is conceivable to conceptualize and draw how teamwork influences employees' job satisfaction after reviewing the empirical and theoretical literature.

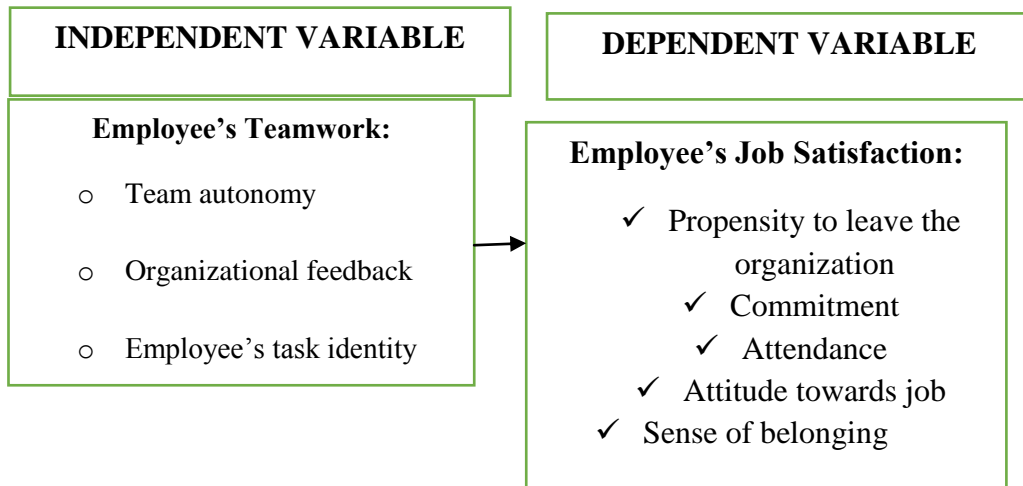


Figure 2.1: Conceptual Framework

The study, which is based on the Job Characteristics Theory, aims to examine how teamwork, specifically three factors such as team autonomy, feedback, and task identity, affects employees' job satisfaction in the High Court of Tanzania, Temeke registry. The ability to work in a team is related to job happiness. The feeling of community and contact with co-workers supports employees' roles, shapes attitudes, and can increase output and pleasure at work. When employees are happier with their level of work autonomy, they are generally happier with their jobs.

Additionally, employees are more likely to be content and productive when they receive feedback on their jobs in the workplace. Furthermore, to establish settings that promote employees' job satisfaction at work, a job with a high potential for motivation must be high on at least one of the three job characteristics that lead to perceived meaning, as well as high on autonomy, task identity, and feedback.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Overview

The research methodology for the study is presented in this chapter, which also covers the research philosophy, approach, study area, data sources, data collection methods, research design, sampling methodologies, and sample size. Data analysis and presentation, data validity and dependability, and ethical concerns are additional topics that are discussed.

3.2 Research Philosophy

According to Saunders et al. (2015), research philosophy focuses on the researcher's worldview and is connected to techniques for knowledge development. The positivist, realist, and interpretivist research ideologies are the three most prevalent. Positivism maintains that broad generalizations can be drawn from the researcher's findings and that the researcher is an unbiased observer of social reality. A positivistic philosophy also addresses the study of already completed research. Realistically speaking, the researcher believes that reality exists independently of human thought and that only that which can be perceived by the five senses is genuine. According to Saunders et al. (2015), interpretivism refers to the belief that the human mind and social environment are too complex to allow for the drawing of general generalizations. In this study, a positivistic philosophy has been adopted since it attempts to stay neutral and not affect, nor be affected by, the research subject or collected data.

3.3 Research Approach

According to Saunders et al. (2015), a research approach is a strategy for conducting research that covers everything from general hypotheses to specific techniques for gathering, analyzing, and interpreting data. In this study, a quantitative research methodology was employed. The data used in a quantitative research technique are those that can be easily quantified, can be analyzed numerically, and cannot be gathered or analyzed narratively. This methodology's strength is that it generates quantitative, trustworthy data that is generalized to a sizable population.

3.4 Research Design and Strategies

The conceptual framework through which research is carried out is known as the research design (Aparicio et al. 2019). A research design, according to Maxwell (2012), is a general plan or strategy for carrying out a research study to look at certain testable research questions of interest. In this study, quantitative data was gathered at a particular point in time using a cross-sectional methodology. The present study used a cross-sectional design, which is a questionnaire survey in which participants are chosen at random (Matthews et al., 2010). This methodology was thought to be advantageous in scenarios with constrained time and resources.

3.5 Study Area

The study was carried out in the Temeke registry of Tanzania's High Court. The choice of this study region was made since the researcher works in the same office, making it less expensive in terms of lodging, transportation, and other expenses.

3.6 Study Population

The population from which a sample is taken is known as the study population (Kothari, 2009). There are 76 total staff working in the High Court of Tanzania's Temeke registry, including both permanent hires and volunteers. After conducting pre-surveys, the whole staff of the High Court of Tanzania's Temeke registry was chosen as the study's target group.

3.7 Sample and Sampling Techniques

3.7.1 Sample Size

The term "sample size" in research refers to the number of subjects chosen for a study to fairly represent the community. The total number of respondents included in a study is referred to as the sample size. To make sure that the total sample accurately represents the complete population, this number is typically broken into subgroups depending on factors like age, gender, and region (Kothari, 2010).

To choose the most qualified respondents for the study, the High Court of Tanzania's Temeke registry submitted a complete and up-to-date list of all of its personnel. The following formula was used to determine the sample size: $n = N / (1 + N(e^2))$

$$n = 76 / (1 + 76(0.1^2))$$

$$n = 76 / (1 + 76(0.01))$$

$$n = 76 / (1 + 0.76)$$

$$n = 76 / 1.76$$

$$n = 43.182 \approx 43$$

Where n = number of samples, N = total population (76); e = standard error of sampling (10%)

For this study, the sample size of 43 respondents was considered to be reasonable and affordable.

Table 3.1: Sample Size Determination

S/N	Department/Units	Total Population	Sample size
1	Case management	22	13
2	Human resources and administration	12	7
3	Internal auditor	1	1
4	ICT	3	1
5	PMU	3	1
6	Accounting	5	3
7	Record management	30	17
	TOTAL	76	43

Source: Field Data

3.7.2 Sampling procedure

3.7.2.1 Simple Random Sampling

Simple random sampling is a form of sampling technique that is intended to be unbiased and in which each member of the subset has an equal chance or probability of being chosen (Kothari, 2010). Employees of the High Court of Tanzania, specifically Temeke Registry, were chosen at random from various departments and units as responders. As a result, respondents were chosen from a list of employees from each department using sequence numbers from a random numbers table.

3.8 Data Collection

3.8.1 Primary Data

According to Kothari (2009), primary data are objects that are unique to the subject being studied and were gathered by the investigator in diverse field locations specifically for comparison research. The chosen research location was where all of

the primary data was gathered. Likert scales were utilized in this study's structured questionnaire to collect data from a pool of specifically chosen beneficiaries and public servants working in the High Court of Tanzania's Temeke registry.

3.9 Data Collection Tool

3.9.1 Questionnaire

A questionnaire is a list of inquiries made to people to gather statistics on a particular subject. Questionnaires can be an essential tool for making claims about certain populations or the entire population when they are carefully designed and conducted (Kothari, 2009). An open-ended and closed-ended structured questionnaire was used to gather the study's primary data. The questions might have been open-ended or closed-ended, with the latter requiring the respondent to express his or her opinions. This kind of questionnaire was used to standardize the data that was gathered and the method by which it was gathered.

3.10 Data Analysis

Data analysis is the process of looking at and converting data to determine its significance and make recommendations. It is the methodical use of reasonable approaches to the description and assessment of data (Kothari, 2009). In the High Court of Tanzania, Temeke registry, descriptive statistics were employed to analyze quantitative data regarding the contribution of teamwork to workers' job satisfaction. The general association between the independent and dependent variables was also ascertained using the multiple regression analysis.

The researcher developed a model to express the relationship between dependent variables representing employees' job satisfaction and the independent variables representing employees' team autonomy, organizational feedback, and task identity to ascertain the general relationship between independent and dependent variables.

The research model looked like this:

$$EJS(Y) = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \varepsilon$$

Where;

EJS = Employees' Job Satisfaction

α = Intercept

β_n = Coefficient to be estimated

TA (X_1) = Team Autonomy

F (X_2) = Feedback

TI (X_3) = Task Identity

ε = error term

3.11 Measurement Variables

The variables were measured using an ordinal scale. The variables on this scale can produce responses that can be ranked. A five-point Likert scale was employed in this study, with responses ranging from strongly disagree as response 1 to strongly agree as response 5. Other responses were neither agree nor disagree, disagree, strongly disagree, and disagree. Five criteria, including decision-making, work discretion, job description, work independence, and logic, were used to gauge team autonomy. To gauge organizational feedback, five factors were taken into consideration:

transparency, free information, monitoring, work performance, and constant feedback. Moreover, employees' task identity was measured using five items such as work consistency, sense of responsibility, complete task, visible outcomes as well and task completion. All the items in this study were constructed by the researcher. Appendix 1 presents the measurement of variables for this study.

3.12 Data Cleaning and Processing

Before being entered into the computer, each questionnaire was examined and rectified to make sure the data was consistent. This included looking for missing data, eliminating duplicates, finding entry errors, and checking for inconsistencies. While coding the data, the inspection and correction were carried out in the field.

3.13 Validity

Validity, according to Jeff et al. (2020), includes both the meaning and interpretation of the outcomes of the data analysis as well as the degree to which an instrument measures what it purports to measure. The survey was pre-tested informally for this study, and the data-gathering mechanism was designed on the results of the pilot study. Before the interviews, a document was translated from English to Kiswahili by a qualified translator. The instrument's flaws, which were discovered during the pre-testing, were fixed to improve validity. If there were any biases or faults, the instrument was changed to improve its accuracy and clarity.

3.13 Reliability

The consistency with which an instrument produces the same results across trials is a measure of an instrument's reliability (Jeff et al., 2020). In this study, the issue of

dependability was addressed during data collection, which was carried out in both English and Kiswahili to make sure that all respondents understood the questions. To accurately analyze the speech responses, every questionnaire and in-depth individual interview was audio recorded, and notes were collected. Additionally, the internal consistency of the data was tested using Cronbach's alpha, and each variable with a Cronbach alpha of larger than 0.7 was considered to be reliable (Nunally, 1978).

3.14 Ethical Consideration

Research ethics, according to Jeff et al. (2020), is the application of fundamental ethical principles to research activities, such as planning and carrying out research, respecting society and other people, using resources and research outputs, avoiding scientific misconduct, and regulating research. The purpose of the study was discretely and individually explained to each participant in the study, and all data were carefully gathered and handled. Letters and numbers were used instead of names where stating them in the questions was necessary.

CHAPTER FOUR

FINDINGS AND DISCUSSION

4.1 Overview

This chapter presents and discusses the research on the impact of teamwork on employees' job satisfaction at the High Court of Tanzania's Temeke registry. The following three particular goals were worked toward: (i) to evaluate how team autonomy affects workers' job satisfaction In the Temeke registry of the High Court of Tanzania, it is also necessary to (ii) evaluate the impact of feedback on employees' work happiness and (iii) evaluate the impact of task identity on employees' job satisfaction. Section 4.2 describes the sample demographic traits of the respondents, and Section 4.3, which is based on indicators, describes the study variables descriptively. The reliability of the research instruments is shown in Section 4.4. In Section 4.5, the regression findings are presented, and lastly is the discussion in Section 4.6.

4.2 Respondents' Demographic Characteristics

Gender, age, job position, income level, job turnover experience, education level, and work experience were the seven demographic factors that were taken into account (Table 4.1). 51 per cent of responses were men, which is the majority. They are almost half of the population, leaving women in the rear by nearly 49%. More than 51% of respondents in the 30 to 39 age range made up the majority of the participants. Following these was the 20 to 29 age group, which made up 25% of all participants. The age group with the lowest score was seniors aged 50 and beyond, who made up 5% of all participants, followed by adolescents between 40 to 49, who

had an equal score of almost 19%. Most respondents (42%) had incomes between 300,000 and 500,000 dollars, followed by respondents with incomes over 1,000,000 dollars, who made up more than (26%) of all respondents. 49 per cent more respondents had more than five years of work experience than the remaining respondents, who had five years or less. The majority of respondents (53%) experienced job turnover, as opposed to the remaining 47% of respondents who did not.

Table 4.1 Respondents' Demographic Characteristics

S/N	Variables	Mean	Std. Dev	Frequency	%
1	Gender	2.76	.834		
	Male			22	51
	Female			21	49
2	Age	2.07	1.32		
	20 – 29			11	25
	30 – 39			22	51
	40- 49			8	19
	50- Above			2	5
3	Income level (Tshs)	2.54	1.22		
	300,000-500,000			18	42
	500,000-700,000			5	12
	700,000-1,000,000			10	23
	1,000,000 and above			11	26
4	Education Level	2.89	.722		
	Certificate			1	2
	Diploma			14	33
	Bachelor			21	49
	Masters			7	16
5	Work experience	2.09	.936		
	< 5 years			19	44
	5 years			3	7
	> 5 years			21	49
6	Job positions	5.16	1.446		
	ICT officer			1	2
	Internal auditor			1	2
	HR officer			2	5
	Accountant			6	14
	Resident magistrate			10	23
	Record management assistant			20	47
	Personal secretary			2	5
	Procurement and supply officer			1	2

N = 43

Source: Field Data 2023

4.3 Descriptive Statistics Results

The analysis used three independent variables. Analysis was done on the descriptive data, which included minimum, maximum, mean, and standard deviation. Employee task identity, organizational feedback, and team autonomy were all considered independent factors. Employee job satisfaction was the dependent variable.

4.3.1 Descriptive Statistics Results for the Effect of Employees' Task Identity on Employees' Job Satisfaction

To determine the effect of employees' task identification on their job satisfaction, we used descriptive data, which included computing minimum, maximum, mean, and standard deviations of the scores in Table 4.3.1. A series of comments about the impact of task identity on job satisfaction were given to the respondents. They were given a five-point scale to express their level of agreement, with 1 standing for Strongly Disagree (SD), 2 for Disagree (D), 3 for Neutral (N), 4 for "Agree (A), and 5 for Strongly Agree (SA). With the highest score being ($M = 4.02$, $S.D. = 1.067$), the results showed that the majority of respondents agreed with the statement that the structure of their employment enabled them to have a feeling of responsibility for the outcomes. The assertion that they finished a task from beginning to end was the one that came next and obtained a score of ($M = 3.86$, $SD = 1.193$). In contrast, the least frequent response regarding how an employee's task identity affects their job satisfaction had the lowest score ($M = 3.43$, $SD = 1.453$): "I never work; I only do half and then assign the rest to others." The statement, "My work environment allows me to see a job through from its inception to the end with a visible outcome," was the next to be evaluated and obtained a score of ($M = 3.77$, $SD = 1.1198$).

Table 4.2 Descriptive Statistics Results for the Effect of Employees' Task Identity on Employees' Job Satisfaction

N	Variable	Minimum	Maximum	Mean	Std. Dev
1	The structure of my job allows me to feel a sense of responsibility for the outcomes	1.00	5.00	4.02	1.067
2	The design of my job allows me to carry out several tasks that eventually fit together to make a complete job	1.00	5.00	3.81	.8982
3	My job structure allows me to do a job from beginning to end with a visible outcome	1.00	5.00	3.77	1.1198
4	I never work just do half and then assign it to others	1.00	5.00	3.43	1.453
5	I do a complete task from start to finish	1.00	5.00	3.86	1.193

N = 43

Source: Data Analysis (2023)

4.3.2 Descriptive Statistics on the Effect of Team Autonomy on Employee's Job Satisfaction

For the effect of employees' task identification on their job satisfaction, descriptive statistics (minimum, maximum, mean, and standard deviation scores) were calculated (Table 4.3.1). On a five-point scale, 1 represented Strongly Disagree (SD), 2 Disagree (D), 3 Neutral (N), 4 Agree (A), and 5 Strongly Agree (SA), respondents were asked to rate their level of agreement with various statements regarding the impact of task identity on employees' job satisfaction. The findings demonstrate that the majority of respondents agreed with the statement that "in my organization, my job gives me the discretion to schedule work on my own" with a score of (M = 3.7, SD = 1.125), which was followed by the statement that "my job is such that I can decide when to do particular work activities." I am free to choose the methods to use in completing my task, which had the lowest score (M = 3.45, SD = 1.21) and was

followed by My job gives me the freedom to make decisions regarding how I accomplish my work, which had the highest score ($M = 3.5$, $SD = 1.285$), was the least effective way the effect of team autonomy on employees' job satisfaction.

Table 4.3 Descriptive Statistics Results for the Effect of Team Autonomy on Employees' Job Satisfaction

N	Variable	Minimum	Maximum	Mean	Std. Dev
1	My job gives me the freedom to make decisions regarding how I accomplish my work	1.00	5.00	3.5	1.285
2	In my organization, my job provides me with the discretion to schedule work by myself	1.00	5.00	3.7	1.25
3	The job description vests responsibility for work outcomes on me as the job holder	1.00	5.00	3.7	1.193
4	I am free to choose the methods to use in carrying out my task	1.00	5.00	3.45	1.21
5	My job is such that I can decide when to do particular work activities	1.00	5.00	4.48	1.303

N = 43

Source: Data Analysis (2023).

4.3.3 Descriptive Statistics on the Effect of Feedback on Employee Job Satisfaction

For the relationship between task identity and employee work satisfaction, descriptive statistics (frequency and percentage ratings) were calculated (Table 4.3.1). On a five-point scale, 1 represented Strongly Disagree (SD), 2 Disagree (D), 3 Neutral (N), 4 Agree (A), and 5 Strongly Agree (SA), respondents were asked to rate their level of agreement with various statements regarding the impact of feedback on employees' job satisfaction.

The findings demonstrate that the majority of respondents agreed with the statement, "I can monitor the progress of any work as I perform," which received the highest score ($M = 4.02$, $S.D. = 1.067$), followed by the statement, "The work shows me with information about my performance," which received the second-highest score ($M = 3.93$, $S.D. = 1.246$). In my organization, jobs are set up so that information flows freely between departments, which had the lowest score ($M = 3.41$, $SD = 1.282$), and supervision gives me continuous feedback on my activities, which had the second-lowest score ($M = 3.75$, $SD = 1.102$), were the two ways in which organizational feedback had the least impact on employees' job satisfaction.

Table 4.4 Descriptive Statistics Results for the Effect of Organizational Feedback on Employees' Job Satisfaction

N	Variable	Minimum	Maximum	Mean	Std. Dev
1	In my organization, jobs are designed such that information freely flows across the departments	1.00	5.00	3.41	1.282
2	I can monitor the progress of any work as I perform	1.00	5.00	4.02	1.067
3	The job has enough channels that give me feedback on my work performance	1.00	5.00	3.91	1.007
4	Supervision provides me with constant feedback about my activities	1.00	5.00	3.75	1.102
5	The work shows me with information about my performance	1.00	5.00	3.93	1.246

N = 43

Source: Data Analysis (2023)

4.4 Reliability Test Score of the Research Instrument

To find out whether the scales of the measurement are internally consistent, a scale test for reliability analysis was performed. All of the variables whose reliability was examined exhibit strong internal consistency, as shown by Cronbach's alphas in the diagonal. According to Table 4.4 below, all of the independent variable's items passed the reliability test with a Cronbach's Alpha score over 0.7.

Table 4.5: Reliability test score

S/N	Independent variables' items	Cronbach alpha
1	Employees' task identity	0.803
2	Organizational feedback	0.916
3	Team autonomy	0.884

Source: Data analysis (2023).

4.5 Multiple Regression Analysis

To find out whether the scales of the measurement are internally consistent, a scale test for reliability analysis was performed. All of the variables whose reliability was examined exhibit strong internal consistency, as shown by Cronbach's alphas in the diagonal. According to Table 4.4 below, all of the independent variable's items passed the reliability test with a Cronbach's Alpha score over 0.7.

Table 4.6 Model Summary

Model	R	R Square	Adjusted Square	R	Std. Error of the Estimate
1	.833 ^a	.694	.671		.704

a. Predictors: (Constant), Team autonomy, Organizational feedback, Task's identity

b. Dependent Variable: Job satisfaction

The analysis of variance (ANOVA) findings is shown in Table 4.5.2. Results from model fit are another name for it. This table's F-statistics and accompanying sig. value is of interest. By the findings, the F-statistic is $F= 30.296$, $P 0.001$). According to the findings, there is a strong correlation between organizational collaboration and job satisfaction among employees. The findings imply that the model can predict that the effects of teamwork (team autonomy, task identity, and organizational feedback) are significantly connected to employees' job satisfaction.

Table 4.7 ANOVA Results

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	45.072	3	15.024	30.296	.000 ^b
	Residual	19.837	40	.496		
	Total	64.909	43			

a. Dependent Variable: Job satisfaction

b. Predictors: (Constant), Team autonomy, Organizational feedback, Task's identity.

Table 4.5.3 presents the results of the coefficients of the regression model. The coefficient results show that the effects of teamwork positively predict employees' job satisfaction. Employees' job satisfaction was positively, statistically and significantly related to team autonomy ($b = .212$, $p < .05$). Employees' job satisfaction was positively, statistically and significantly related to organizational feedback ($b = .475$, $p < .05$) and lastly Employees' job satisfaction was positively, statistically and significantly related to task identity ($b = .468$, $P < .05$).

Multicollinearity statistics Table 4.5.3 shows tolerance figures ranging from .876 to .944 while Variance Inflation factors (VIFs) ranged from 1.033 to 1.043. These

figures suggest that multicollinearity was not suspected amongst the independent variables (team autonomy, organizational feedback and task identity). Field (2005) suggests that multicollinearity would be suspected if tolerance figures are below 0.10 or if VIF statistics are 10.0 or higher.

Table 4.8 Regression Model Results

Model	Unstandardized Coefficients		Standardized Coefficients Beta	Collinearity Statistics		T
	B	Std. Error		Tolerance	VIF	
(Constant)	.511	.828				.617
1 Team autonomy	.212	.086	.250	.876	1.033	2.459
Organizational feedback	.475	.184	.438	.944	1.154	4.060
Task's identity	.468	.131	.357	.965	1.043	3.580

a. Dependent Variable: Job satisfaction

4.6 Outliers, Normality, Linearity and Homoscedasticity Regression

Assumptions Testing Results for Employees' Job Satisfaction

In the histogram (figure 4.6.1), a bell-shaped curve represents the distribution of residuals. The residuals have a normal distribution since the mean is close to 0 and the SD is close to 1. Furthermore, residuals that plot along the diagonal line, as shown in Figure 4.6.2, provide further proof that there are no outliers. There isn't

much of a break from the norm as a result. There are no residual values outside of the $|3|$ threshold, as shown by the histogram in Figure 4.6.1, suggesting that there are no outliers. According to Tabachnick et al. (2007), any value outside the threshold of $|3|$ is an oddity. In Figure 4.6.3, the diagonal dots are accelerated down the diagonal line, showing that the data is linear and that there is no proof of outliers. In Figure 4.6.3, the case residual dots are distributed rectangularly about zero, indicating homoscedasticity (equality of variance). There is hence no cause to be concerned about heteroscedasticity (unequal variance in the data).

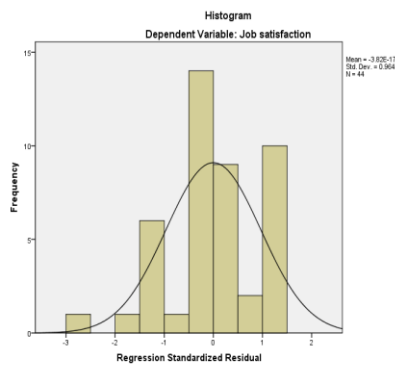


Figure 4.1 Histogram
Source: Data Analysis (2023)

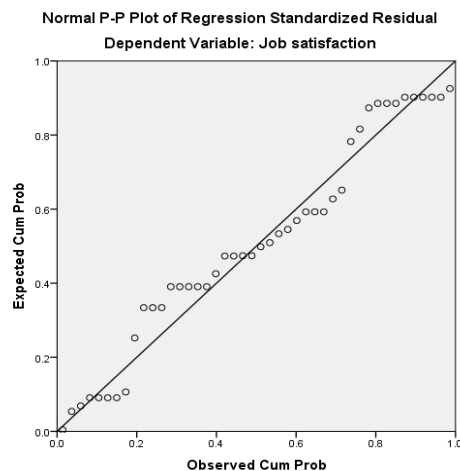


Figure 4.2 Normal P-Plots for the Standardized Residual Variables
Source: Data Analysis (2023)

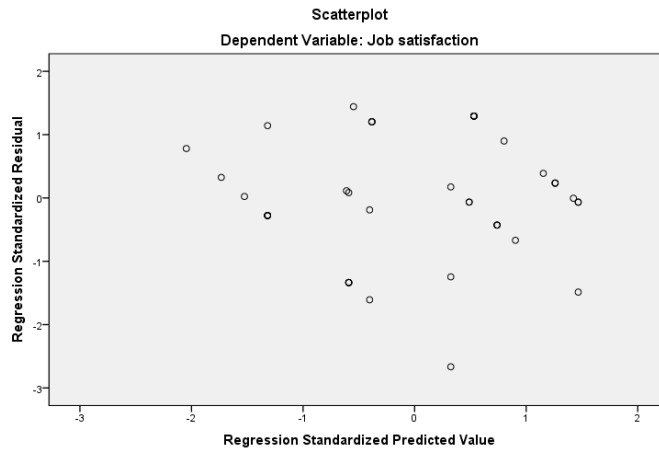


Figure 4.3: Scatter plot for the Standardized residual for Variables

Source: Data Analysis (2023)

4.6 Discussion of the Findings

The goal of the study was to assess the effect of employee teamwork on employee job satisfaction. The discussion elaborates on the findings information as created by data analysis and compares or contrasts the current findings with what has been discovered in prior relevant studies, all while focusing on the study objectives. Each finding's contribution is displayed. As a result, a comprehensive and in-depth understanding of the effect of employee teamwork on employee job satisfaction can be gained.

4.6.1 Respondents' Demographic Characteristics

The study findings show that most of the employees working at the high court of Tanzania, in the Temeke registry, are male corresponding to 51 percent of the total employees. Gender could be considered as an important independent variable and men and women could be affected differently in terms of job satisfaction. For

instance, the findings of a study by Harputlu (2014) in a prestigious Turkish research institution show that men are generally more satisfied with certain aspects. However, other earlier research frequently suggests that women are more satisfied with their jobs than men are. According to Kim's (2005) research, there are three key reasons why women are happier than men. Women's lower expectations than men's are the first factor. In other words, because women expect less from their employment, they are content with less. The second explanation is that women might not communicate their dissatisfaction as often as males do, making them appear happier. The last argument is that there can be a variation in the degrees of job satisfaction between men and women because they might value different qualities in a job. In light of this data, our study's findings may be attributed to the fact that male and female employees in our subject group had comparable expectations for and values in their work at this organization.

Young employees between the ages of 20 and 29 made up 22% of the workforce at the Temeke registry of the Tanzanian High Court. They represented 51% of the total workforce. The respondent's age is somewhat correlated with how long they have been employed at the company. Another significant independent variable that might alter employees' perceptions of job satisfaction is the length of time spent with the company. Employees who have fewer years of experience are happier in their positions. It might be as a result of the younger employees' more vitality and excitement for their work than the more experienced ones. The research of Green (2000), who found a negative relationship between seniority and job satisfaction, is another source of support for our findings. However, some other researchers have

linked demographic characteristics with job satisfaction. For instance, Shaha, et al. (2001) link youth to lower levels of satisfaction.

According to the survey, there were differences in how the personnel at the Temeke registry of Tanzania's high court saw their jobs. This variety may result from various employment positions and roles being played. The sort of responsibilities given to employees working at the high court of Tanzania's Temeke registry has an impact on how happy employees are with their jobs and how well they perform. That instance, whereas Vroom (1964) focused on the employee's function in the workplace in his definition of job satisfaction, job satisfaction presents a range of factors that contribute to a sense of fulfilment. So, according to his definition, job satisfaction refers to people's affective orientations toward the jobs they are currently holding. Additionally, according to certain studies (Shaha et al., 2001; Oshagbemi, 2003), job happiness is highly connected with the amount of professional experience a person has.

Another major factor in determining job satisfaction is an employee's educational background, such as whether or not they have a master's degree. Job satisfaction might vary depending on educational background. According to the survey, the majority of workers had a sufficient and satisfactory level of education, which could have helped them become aware of and have a sufficient awareness of issues relating to their job happiness. The study of De Santis and Durst, which claims that seniority and job satisfaction are adversely correlated, supports our findings as well (Green, 2000). The results of our study show that greater educational levels are associated with higher expectations for job satisfaction at Tanzania's high court. Therefore, it

may be claimed that people's perceptions of their employment change greatly depending on their educational background. Age, educational background, years of service, and income were shown to be strongly associated with job satisfaction among doctors, according to a study conducted by Msanya (2015).

The findings also show that the majority of the employees at the high court of Tanzania's Temeke registry earned a monthly salary between 300,000 and 500,000, which is the lowest of all the pay scales. This has a significant impact on how content employees are with their jobs and workplaces. Compared to individuals with greater salaries, employees with lesser salaries might not be as satisfied with their jobs.

Additionally, the results show that a majority of the respondents (53%) had at least one job change during their career, in contrast to the remaining 47% who were either new to their current position or had held it for a long time without a change in employment. Employees today seek stable employment and long-term careers. According to Ishaq et al. (2023), employment reflects more than just hiring. To enhance the industries, academics should focus more on how to keep employees rather than why they leave; it is more crucial to study the factors that influence employees' decisions to stay.

4.6.2 Effect of Employees' Task Identity on Employees' Job Satisfaction

The findings from the table above indicate that employees' job satisfaction was positively, statistically and significantly related to employees' task identity. The aforementioned findings are closely related to earlier research on job characteristics done on the same subject. For instance, Wegman et al. (2018) used a cross-temporal meta-analysis to look at shifts in five essential job characteristics, including task

identity, task significance, skill variety, autonomy, and feedback from the job, as well as shifts in the relationship between job characteristics and job satisfaction. According to the study's findings, task identification and job satisfaction are significantly correlated.

According to the study's findings, Andrew et al. (2016) looked into the connection between employee job satisfaction and specific work requirements. The findings showed a significant correlation between job attributes and job satisfaction, with task identity showing the strongest association. Numerous outcomes relating to the workplace, including job satisfaction, are influenced by job characteristics. Job satisfaction implies an emotive, happy emotional reaction to one's work and the current working conditions.

According to Ahmet et al. (2014), task identity is crucial since seeing the results of one's work can make a job feel more meaningful. When workers only finish a small portion of the labour, it could be more difficult to observe the results. the degree to which personnel complete a task in its entirety and can see the outcome of their labour. The relationship between an employee's expectations about their requirements and the perception they have while performing the work is what determines how satisfied they are with their job. It is crucial for improving employee performance and happiness to have roles and tasks that have been designed properly (Wambui, 2018).

4.6.3 Effect of Team Autonomy on Employee's Job Satisfaction.

Team autonomy was found statistically positive and significantly related to employees' job satisfaction. The findings above indicate that there is a strong bond

between apparent job characteristics and overall job satisfaction among the employees working at the high court of Tanzania, Temeke registry. The results indicate a similar pattern of relationships between both demonstrating that they need unified job characteristics to be satisfied with their jobs. It shows that the majority of the employees working at the high court of Tanzania, Temeke registry don't have the freedom to make decisions regarding how they accomplish their works. The findings show that most of the employees are not provided with the discretion to schedule work by themselves. Moreover, employees working at the high court of Tanzania, Temeke registry are not free to choose the methods to use in either carrying out their tasks or in deciding when to do particular work activities.

The aforementioned findings are consistent with what other writers discovered in their earlier studies. According to Justin (2016), all elements of job characteristics must be present in the workplace to produce high job satisfaction. Autonomy is the state in which an employee has freedom, independence, and control over how the job is organized and who he chooses to assist him in carrying out his duties. The feeling of self-responsibility will increase with increased autonomy. Perceived autonomy is one of the factors that may have an impact on job satisfaction, according to Eria *et al.* (2022). Job autonomy enables people to choose their tasks, minimize the more stressful ones, and limit their exposure to stressors, which lowers emotions of threat and promotes healthy coping mechanisms. Employee stress levels are lower the more autonomous their jobs are. It has been discovered that autonomy and job satisfaction are positively correlated, and it has been hypothesized that a higher level of

autonomy promotes employee performance due to an increase in trust, which in turn increases work effectiveness and employee job satisfaction (Justin, 2016).

4.6.4 Effect of Organizational Feedback on Employee's Job Satisfaction

The study findings indicate that organizational feedback as one of the elements of job characteristics has a strong correlation with employee job satisfaction at the workplace. As from the above results, most of the employees agreed that in their workplaces, jobs are designed so that information freely flows across the department and they can monitor the progress of any work they perform. Despite that most employees agreed that they were able to monitor the progress of their work, the majority of them disagreed that their jobs had enough channels that gave them feedback on their work performance. Moreover, most of the employees working at the high court of Tanzania, Temeke registry agreed that supervision at their workplace provides them with constant feedback about their assigned job roles and activities.

The aforementioned findings are reinforced by Taavi (2017), who concluded that task feedback is tied to employee autonomy and occurs when the work owner receives direct input from the job itself. Coworkers and the position incumbent's assessment of company policies and practices are further sources of feedback for employees. Employee performance and motivation can be improved when they comprehend, accept, and act on feedback. It gives further details about what is expected at work and how duties relate to long-term objectives or possible jobs within the firm. In their study of the relationship between work happiness, organizational commitment, and employees' inclination to leave an organization,

Raina et al. (2016) focused on the vital significance of effective organizational feedback. They discovered that job happiness is significantly predicted by feedback.

CHAPTER FIVE

CONCLUSION AND RECOMMENDATIONS

5.1 Overview

This chapter serves as the conclusion of the study's findings and offers practical recommendations derived from the research outcomes related to each objective.

5.2 Summary

The study *Effect of Employees' Teamwork on Job Satisfaction in High Courts: A Case of High Court of Tanzania, Temeke Registry* looks at the connection between employees' teamwork and their job happiness in the context of the High Court of Tanzania's Temeke Registry.

The study looks into how employees' overall job happiness is impacted by teamwork. In this study, the term "teamwork" refers to the collaborative effort of a group of people working toward a common objective or set of tasks. The study examines whether encouraging a sense of shared responsibility, collaboration, and the use of a variety of skills and knowledge might improve job satisfaction. Data gathering and analysis are probably involved in the study to ascertain the degree of teamwork that Temeke Registry employees engage in and how this affects their level of job satisfaction. The results can shed light on the value of cooperation in the legal field, especially in the high court setting.

It can be useful to know how collaboration and job satisfaction are related in the Temeke Registry of the High Court of Tanzania to enhance workplace dynamics, employee motivation, and general job performance. The study's findings might also

influence suggestions for improving teamwork tactics in the legal industry to foster a more contented working atmosphere.

5.3 Conclusion

It is clear from the aforementioned study that job attributes like team autonomy, organizational feedback, task identity and employees' job happiness are related in some way. The majority of workers think their bosses must compliment them on a job well done. The majority of workers concurred that the layout of their occupations enabled them to perform several tasks that eventually came together to form a full job. This may be the case since task identity may be used to improve employee morale at Tanzania's high court. The majority of them claimed that they did not perform only half of the task that was assigned to them before delegating it to others.

The results indicated that the majority of the polled employees had sufficient education to comprehend the nuances of their jobs and how those aspects affected their job satisfaction. Additionally, the majority of the respondents who worked at the Temeke registry of Tanzania's high court had more than five years of work experience. The extent to which participants' level of experience and their level of job satisfaction is determined by the amount of time they have spent working for the company.

Employee performance is positively correlated with management and supervisory style. Their bosses inspire them to work better by providing them with clear information and direction, and the company has a well-defined division of tasks. However, the majority of staff members do not participate in decision-making and

are not pushed by management to be creative. Additionally, the management lacks proper ethics in their interactions with other members of the organization.

Job attributes including team autonomy, organizational feedback, and task identification unquestionably have a connection to workers' pleasure. Employee performance is boosted by the organization's atmosphere, which is sufficiently supportive. Bullying and harassment of any kind are quite rare. However, there was no emotionally supportive atmosphere in the company.

The majority of employees are familiar with the organization's processes and rules. They communicate with their supervisors frequently and get along well with their coworkers. However, the majority of employees do not participate in initiatives that are advantageous to the company or work to resolve issues within the company.

All variables included in the model had significant effects or relationships on employees' job satisfaction at the workplace.

5.4 Recommendations

The following recommendations are made in light of this study:

The issue of teamwork should be addressed by public institutions like the high court since it motivates employees to treat their work seriously and with joy and keeps them committed to their duties.

Because collaboration is a key component of both employee and government organization success, including in public service domains like the court of law, a service-oriented organization like the government needs to be aware of and understand the motivational needs of its employees.

Organizations that want to grow must be able to increase the productivity and efficiency of all of their resources to compete with other like-minded businesses. How to obtain a workforce (human resources) that is trustworthy and adaptable to serve and satisfy all customers is one example of how to compete.

5.5 Implication

The implications of the study on the "Effect of Employees' Team Work on Job Satisfaction in High Courts: A Case of High Court of Tanzania, Temeke Registry" can be significant for both the organization and the broader legal profession. The study's findings may reveal that effective teamwork positively correlates with higher job satisfaction among employees in the Temeke Registry of the High Court of Tanzania. This implies that promoting teamwork within the court system can lead to a more content and motivated workforce.

research identifies a strong link between teamwork and job satisfaction, it suggests that fostering a collaborative work environment could enhance interactions and relationships among employees. This, in turn, could result in improved work dynamics, reduced conflicts, and increased overall productivity.

Job satisfaction is often linked to employee retention. If teamwork is found to increase job satisfaction, the High Court of Tanzania, Temeke Registry, may experience higher employee retention rates. This would reduce recruitment and training costs and ensure the continuity of experienced staff.

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APPENDICES

Appendix I: Measurement of independent variables

N	Construct	Items	Author
1	Team autonomy	Decision making Work discretion Job description Work independency Rationality	Researcher's own construct (2023).
2	Feedback	Free information Monitoring Work performance Constant feedback Transparency	Researcher's own construct (2023).
3	Employees' task identity	Work consistency Sense of responsibility Complete task Visible outcome Task completion	Researcher's own construct (2023).

Appendix II: Measurement scale of dependent variable

S/N	Construct	Items	Author
1	Employee's job satisfaction	Propensity to leave the organization Commitment Attendance Attitude towards job Sense of belonging	Researcher's own construct (2023).

Appendix III: Questionnaire guide for employees in the High Court of Tanzania, Temeke registry

Dear respondent,

My name is Lordgard Clemence Kilala, a student of The Open University of Tanzania. This Questionnaire is administered as part of my research study which is focusing on “Effects of teamwork towards employee’s job satisfaction in the High Court of Tanzania, Temeke registry”. You are kindly asked to spare some few minutes and take part in this study. The participation in this study is voluntary. Therefore, feel free to withdraw if you are uncomfortable. The information collected will solely be used for academic purpose.

SECTION A: RESPONDENTS DEMOGRAPHIC INFORMATION

1. Gender

a) Female () (b) Male ()

2. Age

a) 20 – 29 () b) 30 – 39 () c) 40 – 49 () d) 50 and above ()

3. Department:

- a) Administration
- b) ICT and Internal Audit
- c) Accounting
- d) Human Resources
- e) Case management

4. Job position

- a) ICT and Internal audit officer

- b) HR officer
- c) Accountant
- d) Lawyers
- e) Administrative Officer
- f) Legal aid officer

5. Educational background

- a) Certificate level () b) Diploma level ()
- c) Bachelor Degree () d) Master's Degree ()

6. Work experience

- a) Less than 5 years
- b) 5 years
- c) More than 5 years

7. Income level

- a) 300,000 – 500,000/=
- b) 500,000 – 700,000/=
- c) 700,000 – 1,000,000/=
- d) More than 1,000,000/=

8. Head of the household?

- a) Yes
- b) No

9. Experienced any job turnover before?

- a) Yes
- b) No

**SECTION B: EFFECTS OF TEAM AUTONOMY ON EMPLOYEES JOB
SATISFACTION**

The following statements related to the effects of team autonomy towards employees' job satisfaction. Please rate each of the sentences in a 5point Likert scale ranging from 1(strongly disagree) to 5(strongly agree) indicating your agreement/disagreement on the factors presented. Please tick (once) in each of the sentence.

N	Variable	1	2	3	4	5
1	My job gives me the freedom to make decisions regarding how I accomplish my work					
2	In my organization my job provides me with the discretion to schedule work by myself					
3	The job description vests responsibility of work outcomes on me as the job holder					
4	I am free to choose the method(s) to use in carrying out my work.					
5	My job is such that I can decide when to do particular work activities					

Key: 1(strongly disagree), 2(disagree), 3(neutral), 4(agree), 5(strongly agree)

SECTION C: EFFECTS OF FEEDBACK ON EMPLOYEES JOB

SATISFACTION

The following statements related to the effects of feedback towards employees' job satisfaction. Please rate each of the sentences in a 5-point Likert scale ranging from 1(strongly disagree) to 5(strongly agree) indicating your agreement/disagreement on the factors presented. Please tick (once) in each of the sentence.

N	Variable	1	2	3	4	5
1	In my organization, jobs are designed such that information freely flows across the departments					
2	I am able to monitor the progress of any work as I perform					
3	The job has enough channels that give me feedback on my work performance					
4	Supervisor provides me with constant feedback about my activity.					
5	The work shows me with information about my performance.					

Key: 1(strongly disagree), 2(disagree), 3(neutral), 4(agree), 5(strongly agree)

SECTION D: EFFECTS OF TASK IDENTITY ON EMPLOYEES JOB

SATISFACTION

The following statements related to the effects of task identity towards employees' job satisfaction. Please rate each of the sentences in a 5 points Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree) indicating your agreement/disagreement on the factors presented. Please tick (once) in each of the sentence.

N	Variable	1	2	3	4	5
1	The structure of my job allows me to feel a sense of responsibility for the outcomes					
2	The design of my job allows me to carry out several tasks that eventually fit together to make a complete job					
3	My job structure allows me to do a job from the beginning to end with a visible outcome					
4	I never work just do half and then assign to others.					
5	I do a complete task from start to finish.					

Key: 1 (strongly disagree), 2 (disagree), 3 (neutral), 4 (agree), 5 (strongly agree)

Thanks for your time and attention!

Appendix IV: Summary of the previous related studies

S/N	Author (Year)	Title	Country	Analysis	Findings
1	Nespoli (2017)	Impact of supervisor support on employee job satisfaction among fundraising staff within higher education	California, USA	Content analysis	The results suggest that the management style that balances compassion and direction was highly supportive.
2	Kucer (2018)	Effect of clinical supervision on job satisfaction and burnout among	Florida	Mann-Whitney U test and MANOVA	The results showed that there was a significant

		school psychologists			relationship between supervision and job satisfaction
3	Wambui (2018)	Job characteristics and performance on employees among private equity firms in Nairobi city country	Nairobi	Descriptive and Inferential statistics	The results showed that variety of skills, task identity, autonomy and feedback were found to affect employee's performance
4	Justin (2016)	Burnout, autonomy and job satisfaction in full-time public community college faculty members	North Dakota	t-test and Pearson correlation	The study revealed that high level of autonomy had significantly lower level of burnout and higher level of satisfaction
5	Eriaet <i>al.</i> (2022)	Applying Hackman and Oldham (1975) Job Characteristic Model in the analysis of Job Satisfaction at Makerere University: An Empirical Paper	Kampala	Regression analysis and Descriptive statistics	Study findings revealed that task autonomy was the most important variable that influences job satisfaction



Ref. No OUT/ PG201901072

24th April, 2023

Court Administrator,
 Temeke One Stop Justice Court,
 P.O Box 45019,
DAR ES SALAAM.

Dear Court Administrator,

RE: RESEARCH CLEARANCE FOR MR. LORDLUCY CLEMENCE KILALA, REG NO: PG201901072

2. The Open University of Tanzania was established by an Act of Parliament No. 17 of 1992, which became operational on the 1st March 1993 by public notice No.55 in the official Gazette. The Act was however replaced by the Open University of Tanzania Charter of 2005, which became operational on 1st January 2007. In line with the Charter, the Open University of Tanzania mission is to generate and apply knowledge through research.

3. To facilitate and to simplify research process therefore, the act empowers the Vice Chancellor of the Open University of Tanzania to issue research clearance, on behalf of the Government of Tanzania and Tanzania Commission for Science and Technology, to both its staff and students who are doing research in Tanzania. With this brief background, the purpose of this letter is to introduce to you **Mr. Lordgard Clemence Kilala, Reg. No: PG201901072** pursuing **Master of Human Resource Management (MHRM)**. We here by grant this clearance to conduct a research titled **"Effect of Employees' Team Work on Job Satisfaction in High Courts: A Case Study of High**

Court of Tanzania, Temeke Registry". He will collect his data at your Office from 25th April to 25th May 2023.

4. In case you need any further information, kindly do not hesitate to contact the Deputy Vice Chancellor (Academic) of the Open University of Tanzania, P.O.Box 23409, Dar es Salaam. Tel: 022-2-2668820. We lastly thank you in advance for your assumed cooperation and facilitation of this research academic activity.

Yours sincerely,

THE OPEN UNIVERSITY OF TANZANIA



Prof. Magreth S. Bushesha

For: **VICE CHANCELLOR**

THE UNITED REPUBLIC OF TANZANIA
JUDICIARY

Phone No.
Website: www.judiciary.go.tz
Email: hctemeke@judiciary.go.tz



Court Administrator,
Temeke one stop centre,
66 Moagala Road,
16105 Miburani,
P.O BOX 45019,
DAR ES SALAAM

In Reply, Please Quote,

Ref. No BA.228/233/01/72

24/04/2023

Vice Chancellor,
Open University of Tanzania,
P.O BOX
DAR ES SALAAM.

RE: RESEARCH CLEARANCE FOR MR. LORDGARD CLEMENCE KILALA, REG NO:
PG201901072

2. The caption above is concerned.
3. Please refer your letter dated 24TH April, 2023 with Ref. No. OUT/ PG201901072 about the subject of this letter.
4. With this letter, I write to inform you. Mr. Lordgard Clemence Kilala with is granted the opportunity to collect data from 25th April 2023 to 25th May 2023 at One stop Judicial Centre – Temeke and corresponding courts under its jurisdiction as part of his Research program for completing his masters degree with your University. The centre shall offer him access to records and personnel to support his research.
4. Thank you.

M. J MUJAYA
For COURT ADMINISTRATOR

**For: COURT ADMINISTRATOR
ONE STOP JUDICIAL CENTER
PROBATE AND MATRIMONIAL
CAUSES
DAR-ES-SALAAM**