

**THE ROLE PLAYED BY SPECIFIC TASKS EMPLOYEES ON
ORGANISATIONAL PERFORMANCE: A CASE OF TANESCO IN
SHINYANGA REGION TANZANIA**

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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 entitled: **“The role played by specific tasks employees on organisational performance: A case of TANESCO in Shinyanga region, Tanzania”**. In partial fulfilment for the requirements of the award of the Degree of Master of Project Management (MPM) of the Open University of Tanzania.

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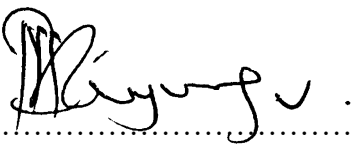
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DECLARATION

I, **Ibrahim Kiyungu**, do hereby declare that the work presented in this dissertation is original. It has never been presented to any other university or institution. Where other people's works have been used, references have been provided. It is in this regard that I declare this work as original mine. It is hereby presented in partial fulfilment of the requirement for the Degree of Masters of Project Management (MPM) of The Open University of Tanzania.


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Signature

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Date

DEDICATION

I dedicate this dissertation to my family and fellow staff that experienced a lot of displeasure and discomfort when I was busy with the study.

ACKNOWLEDGEMENT

To the highest degree I am grateful to many people in completing this dissertation. Since it is not possible to mention them all, I will mention only a few. I first, extend my gratitude to Dr. Gwahula Raphael for his endless support and encouragement. Secondly, I extend my recognition to Shinyanga Regional Administrative Secretary (RAS) for the approval for collecting data from Shinyanga region. The last but not least, I acknowledge my TANESCO Regional Manager, the Human Resource Officer, workers at TANESCO –Shinyanga branch, Kishapu and Kahama and previous artisans and linesmen who participated in providing data which enabled completion of this dissertation.

ABSTRACT

The study aimed at establishing the role played by specific tasks employees on TANESCO's performance. The researcher employed a descriptive design which is grounded in the mixed research approach. The specific objectives included: establishing the specific tasks employees put into the job to support TANESCO's performance; investigating knowledge, skills and experiences possessed by specific tasks employees to support TANESCO's performance; finding out tasks which were assigned to specific tasks employees and their achievement rate to further TANESCO's performance; and to establish how the job performed by specific tasks employees in furthering TANESCO's performance was evaluated. Face-to-face interviews, questionnaires and documentary schedules were used to collect data. Research results revealed that job advertisements, selection and orientation were processes followed to employ temporary staff. Research results further revealed a variety of knowledge, skills and experiences possessed by temporary staff namely: knowledge in electrical engineering; welding and fabrication; refrigeration and air conditioning; marketing; and public relations. Skills possessed included: plumbing and fitting of pipes; driving and maintenance of vehicles; running of engine and auxiliaries; and maintenance of air compressors. The majority of temporary were between 0-10 years' level of experience, which was gained outside of TANESCO. The tasks frequently assigned to temporary staff included: excavating holes, addressing temporary breakdowns, connecting new customers, line patrolling, and installing transformers and meters' replacement. It was recommended that TANESCO have a proper mix of workers, between the permanent staff and temporary staff in order not to disrupt the day-to-day organisational performance caused by labour turnover.

Keywords: *Specific tasks employees, TANESCO performance, labour evaluation*

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LIST OF ABBREVIATIONS

AfDB	Africa Development Bank.
CSP	Corporate Strategic Plan.
DARESCO	District Electric Supply Company.
ILO	International Labour Organisation.
KPI	Key Performance Indicators.
NBS	National Bureau of Statistics.
NSSF	National Social Security Fund.
OECD	The Organization for Economic Co-operation and Development.
OMG	One Minute Goal.
PSSSF	Public Service Social Security Fund.
SMEs	Small and Medium Enterprises.
SPSS	Statistical Package for the Social Sciences.
TANESCO	Tanzania Electric Supply Company
TC	Technological Change.
ZECO	Zanzibar Electricity Corporation.

CHAPTER ONE

INTRODUCTION

1.1 Chapter Overview

Chapter one in this dissertation is an introduction chapter, it covered the following subheadings: Background to the study, statement of the research problem, research objectives and questions, relevance of the research, and organization of the proposal.

1.2 Background to the Study

The National Bureau of Statistics (NBS) asserts that, “...casual worker refers to all persons receiving daily wages and their contracts are not expected to continue for more than one month” (NBS, 2018). Thus, it can be presumed that casual workers fall under the category of contingent workers. ILO denotes that temporary employments are the jobs with limited duration, are based contracts, seasonal and casual work, including day-labourers (ILO, 2015a). In addition, the National Bureau of Statistics (NBS) states that, “specific tasks employees are workers receiving daily wages and their contracts are not expected to continue for more than one month” (NBS, 2018).

Various studies have been carried out in different countries to establish the contribution of specific tasks employees (contingent workers) or casual workers on enhancing organisation performance. Some of these studies include Kleinknecht (1998), Vergeer and Kleinknecht (2011, 2014), and Lisi and Malo (2017). These studies generally revealed that the use of contingent workers could negatively affect

the aggregate labour productivity. Their research findings in general revealed that temporary labour force might negatively affect labour productivity because, first, temporary contracts are of short period, thus reducing the company's incentive to invest in training of the temporary staff. Secondly, temporary workforce could be less willing to cooperate with their employers in developing innovations, as they will most likely not benefit from the outcome of innovation in future. Thirdly, temporary workers could be more inclined to develop general skills, which increase their future employability compared company's focus on specific skills (Lisi & Malo, 2017, Kleinknecht, 1998, Vergeer & Kleinknecht, 2011, 2014).

Another research on contribution of contingent workers on enhancing organisation performance was conducted by Ortega and Marchante (2010) in Spain, the study analysed the impact of the increase in the use of temporary labour. Research findings revealed that productivity growth slowed down by the widespread use of temporary workforce as a regular form of jobs. Earlier, the literature revealed high trust being one of the big contributing factors towards labour productivity (Buchele & Christiansen, 1999; Lorenz, 1999; Naastepad & Storm, 2006). That is, long-term working relationships established between permanent labour and the employer and investment in trust and commitment between members of staff and the employers, boosted up productivity.

Nevertheless, temporary employment helps alteration of labour force to deal with sudden fluctuations in demand, they might have a positive effect on labour productivity (Hagen, 2003; Ko, 2003; Ton, 2014). Additionally, according to

Caggese and Cugnat (2008), the flexibility provided by temporary labour is mostly useful for firms facing financing difficulties. Furthermore, many firms facing financial constraints mostly opt for temporary labour because this type of workers is less costly compared to permanent ones (Obloj, 2010, ILO, 2015a). Some of the reasons for less cost on the use of temporary workers include: First, impermanent labour are not given on-the-job or off-the-job training and secondly employers do not pay social security contributions for impermanent labours (ILO, 2015a).

Furthermore, research findings available from management and economics studies which were carried out in developed countries, revealed that, impermanent workers could be used to help firms attain flexibility (Bentolila & Dolado, 1994), hence enable firms to survive under adverse macroeconomic circumstances (Benito & Hernando, 2008). Possibly, the firms could also respond to fluctuations of demand and not laying off some key staff if potential reduction in organisational sizes compulsory due to fluctuations in demand (Ko, 2003).

On the other hand, temporary contracts could be interpreted as a company's choice not committing to long-term relationships; therefore, this case, the use of temporary labour forces in a given firm might negatively affect organisational productivity because of high labour turn over (Lisi, & Malo, 2017). Nollen and Axel (1996) earlier found that, as long as workers are employed in fixed terms, the labour turnover is less costly for firms; therefore, there is more inducement to establish long-term employment relationships between the employer(s) and employees.

1.3 Statement of the Research Problem

There have been a number of studies on employments related to temporary contracts in various firms regarding to the growth of organisational productivity (Naastepad & Storm, 2006; Ortega & Marchante, 2010; Obloj, 2010, Vergeer& Kleinknecht, 2011, Ton, 2014; ILO, 2015a; Lisi, & Malo, 2017). All of these studies presented several evidences on merits and demerits about growth of labour productivity resulting from the use of temporary work force. However, none of these studies namely Naastepad and Storm (2006); Ortega and Marchante (2010); Obloj (2010), Vergeer and Kleinknecht (2011); Ton (2014); ILO (2015a); Lisi and Malo (2017) offered research findings about the changes in labour productivity emanating from contracting temporary labour. That is, none of these studies gave a practical positive implication resulting from the use of temporary labour force in the researched organisations, particularly services organisations such as TANESCO. Additionally, relatively few empirical studies have been done in Tanzania to establish the role of temporary employment in Tanzanian firms offering services like power generation and supply. Therefore, the present dissertation, attempted to establish the extent to which contracting specific tasks labour force brought a positive impact in terms of labour productivity within TANESCO in Shinyanga region Tanzania.

1.4 Research Objectives

1.4.1 General Objective

The present study aimed to appraise the role played by specific tasks employees in regards to the overall performance within TANESCO as service organisation in Shinyanga region. The following were the research objectives:

1.4.2 Specific Research Objectives

- i) To establish how were the specific tasks employees put into the job to support TANESCO's performance.
- ii) To investigate knowledge, skills and experiences possessed by specific tasks employees on supporting TANESCO's performance.
- iii) To find out tasks which were assigned to specific tasks employees and their achievement rate to further TANESCO's performance.
- iv) To establish how the job performed by specific tasks employees in furthering TANESCO's performance was evaluated.

1.5 Research Questions

1.5.1 General Research Question

The general research question of the present study was to what extent specific tasks employees contributed to job performance within TANESCO in Shinyanga region?

1.5.2 Specific Research Questions

The general research question was guided by the following sub-questions:

- i) How were the specific tasks employees put into the job to enhance TANESCO's performance?
- ii) What knowledge, skills and experiences did specific task employees possess to further TANESCO's performance?
- iii) What tasks were usually assigned to specific tasks employees and to what degree were accomplished to enhance TANESCO's performance?

- iv) How was the job performance of specific tasks employees evaluated within TANESCO?

1.6 Relevance of the Research

The relevance of the present research could be seen by looking into the number of factors including: First, relevance for practice. This study possibly could help leaders within TANESCO, electricity users, energy stakeholders and the government in general be informed about the current state of art on use of temporary workers within TANESCO and the extent to which it is supporting the growth of the firm. Secondly, relevance to the policies, which are made in the country regarding service organisations: This study was important in that, the findings could possibly inform policy makers to use the pro-and cons-on the use of temporary workers within TANESCO. Thirdly, relevance for theory, the findings obtained in the present research added to existing knowledge about merits and demerits of using specific tasks employees (casual labour) in various firms including firms which generate power like TANESCO. The Last but not least the results obtained in the present study most likely could inform TANESCO about the contribution made by temporary workers on enhancing its performance, particularly on transmitting; distributing; and selling of electricity to the Tanzanians.

1.7 Organization of the Research Report

This dissertation is organized into six main chapters. Chapter one is an introduction chapter, it covers background to the study, statement of the research problem, research objectives, research questions, relevance of the research, and organization of

the proposal. Chapter two is the literature review and it covers the subsequent subheadings: Conceptual definitions, critical review of supporting theories/theoretical analysis, empirical analysis of relevant theories, the research gap, conceptual framework or theoretical framework and summary. Chapter three is the chapter on methodology and covers the following subheadings: research strategies, survey population, and area of research or survey. Other components of chapter three comprises of: sampling design and procedures, variables and measurement procedures, methods of data collection, research ethics, validity and reliability of research, data processing and analysis, and expected results of the study. Chapter four deals with findings obtained from the field. Chapter five covers the discussion of the research findings and chapter six is made up of conclusion and recommendations. The final subsections of the present dissertation include: research schedule, work plan, estimated research budget, references and research tools used to collect data.

CHAPTER TWO

LITERATURE REVIEW

2.1 Overview

Chapter two is the second chapter in this dissertation. This chapter has the following subheadings: Conceptual definitions, review of underpinning theories and empirical studies. In this chapter the research gap was as well revealed after the critical review of relevant theories and empirical studies. The other subsection in chapter two was the analytical/conceptual framework.

2.2 Conceptual Definitions

In this subsection, all key concepts used in the proposal were defined. Additionally, all meanings of concepts used in the literature were made known to the reader(s). The key concepts used in this dissertation are given below:

Role: In this dissertation, the concept about role is used as tasks, activities or responsibilities assigned to temporary or permanent workers at TANESCO.

Organisational performance: In this dissertation, the concept about organisational performance refers to output/services resulted from work done on day-to-day bases, so as TANESCO to generate, purchase, transmit, distribute, and sell electricity to the Tanzanians.

Specific tasks employees: They are workers receiving daily wages and their contracts are not expected to continue for more than one month (National Bureau of

Statistics [NBS], Ministry of Finance and Planning, 2018). According to Mathis and Jackson (2010), “specific tasks employees are also called contingent workers; they are temporary or part-time worker for specific period and type of work” (Mathis & Jackson, 2010).

The temporary workers: Include short term (daily and on-call contracts) to limited term (fixed term, seasonal, specific tasks, and replacement, trainees, probation, and job creation schemes), temporary agency work (both permanent and non-permanent with the agency), and subcontractors’ (De Cuyper & De Witte, 2015).

Labour force: Includes those persons of working age who are employed as well as those who are unemployed. The labour force represents the current supply of labour available for the production of goods and services within a given period in a country through labour market (ILO, 2020).

Temporary employment agencies: Independent human resource recruitment companies that specialize in short term job offers to employees with particular qualifications (David, Houseman & Houseman, 2010).

Real options: A real option is the right but not the obligation to carry out an action at some future point in time (Adner & Levinthal, 2004). Real options reduce the impact of environmental uncertainty by increasing organizational flexibility and reducing the irreversibility of decisions (Foote & Folta, 2002).

A technological change (TC): Can be defined as an increase in the outputs possible with a given level of inputs through the processes of invention, innovation, and diffusion.

The gig economy: It is characterised by short-term and contractual employment relations, workers are atomised and the labour process is controlled remotely (Gandini, 2019). It is system of economic exchange where organisations and individuals come together to get a variety of work done via digital platforms as intermediaries.

Job evaluation: It is a systematic process for defining the relative worth or size of jobs within an organization in order to establish internal relativities and provide the basis for designing an equitable grade structure, grading jobs in the structure and managing relativities (Armstrong, 2006).

2.3 About TANESCO

According to Tanzania Electric Supply Company (TANESCO), the historical background of TANESCO is as given below:

...the German colonialists established the first public electricity supply in Tanzania, the then called Tanganyika in 1908 at Dar es Salaam. It served the railway workshops and a part of the town where the colonialists were mostly staying. In 1920, when Tanganyika territory was put under Great Britain protectorate, a Government Electricity Department was formed to take over and operate the public supplies left by the Germans. In 1931, the Government handed over the undertaking in Dar es Salaam and those elsewhere upcountry (Dodoma, Tabora, and Kigoma) to private enterprise services. One of these companies was the Tanganyika Electric Supply Company (TANESCO) and the other Company was the Dar es Salaam and District Electric Supply Company

(DARESCO). The two companies were merged in 1964 and later changed their name into Tanzania Electric Supply Company (TANESCO). (Tanzania Electric Supply Company Limited [TANESCO], n. d, para.1).

TANESCO generates; purchases; transmits; distributes; and sells electricity to Tanzania Mainland and sells electric power to the Zanzibar Electricity Corporation (ZECO). ZECO in turn sells it to the public in islands of Pemba and Unguja.

Mathis and Jackson (2010, p. 117) list a number of categories of workers which could available in firms, for instance labour within TANESCO, they include: full-time employee; part-time employees; independent contractors; temporary workers; and contingent workers. Mathis and Jackson (2010) further define the contingent worker as “someone who is not an employee, but a temporary or part-time worker for specific period and type of work” (p. 117). It can be said that specific tasks employees who were frequently used by TANESCO are under this category of contingent workers.

TANESCO is one of the many organisations where Tanzania is using temporary labour to fulfil its many activities. This can be exemplified by the advertisement that was made in 2020 by TANESCO employment Department (Udahili portal, 2020) to employ temporary labour, including: Artisan, mechanical technician, electrical technician, laboratory technician, welder, refrigeration artisan, plumber, system operator, drivers, stores assistants, stores attendants, customer care representatives, and customer service officers. The working stations aimed at were in Mara, Simiyu, Geita, Kagera, Mwanza, Kinondoni North and Ilala. The advertisement went further

mentioning the specific tasks which would be performed by the temporary labour as their details given below.

The first group of activities was to execute scheduled activities and work plans, construction and maintenance of distribution networks effectively and efficiently.

The second group of activities was to construct and maintain distribution lines network in accordance with the company procedures and standards to ensure access to electricity is maximized.

The third group of activities was to inspect customer's installations to ensure standards set for safety and qualities of installations are met and security of supply is guaranteed.

The fourth group of activities was to assist supervisor/engineer in preparing short and long-term plans construction/maintenance schedules for expansion of distribution network to increase the pace of electrification.

The fifth group of activities was to closely monitor load growth on secondary sub-station through periodic measurement to ensure that distribution lines and equipment's are not overloaded.

Other mentioned group of specific tasks included:

First, to conduct routine inspection of distribution lines and perform preventative and corrective maintenance to ensure continuity of supply to customers is maintained.

Second, to record periodic electrical testing, and recommend or initiate modification or replacement of equipment which fails to meet acceptable operating standards.

Third, to ensure safety of staff and equipment at all times and make sure that risk assessment is conducted before carrying out any work as per standing TANESCO safety provisions.

Fourth, to maintain plant power house cleanliness at all times on daily bases and assist in the repair and maintenance of plumbing works in the station. Cleaning dusts to all auxiliary equipment, and other units in the powerhouse/workshop and around the plant.

The fifth was to maintain and manage waste containers in good conditions as per instructions given for overall waste management.

The last but not least group of activities was to build good relationship with customers in order to make customers be satisfied.

According to TANESCO Annual Report (2017/2018), during the year which ended 30th June 2018, the company trained 4216 employees in various capacity building programs. Training focused on the areas of technical, safety, leadership and personal

effectiveness, that is, training aimed to enhance the company's performance. However, the 2017/18- 2021/22 Corporate Strategic Plan (CSP) admitted that, one of the challenges facing TANESCO was this, "the employees' motivation level was low and it impacted performance of the company on service delivery " (p. 15). That is, "employee satisfaction level was as low as 65 percent" (p. 26). Additionally, according to the 2021/22- 2025/26 Corporate Strategic Plan (CSP), one of the weaknesses of TANESCO was low level of workforce engagement (p. 18). Moreover, according to the 2021/22- 2025/26 Corporate Strategic Plan (CSP), TANESCO lacked a transparent appraisal system (p. 23).

2.4 Critical Review of Supporting Theories

The present study was guided by three theories discussed in length. The first theory which is Human Capital theory was the main theory while the Real Options theory and Technological Change theory were supporting theories. The reason for using three theories is the researcher could not find specific theory(s) after a thorough search from the literature which might have guided the present research on the use of temporary labour in an organisation. These theories were critically reviewed and implications for the anticipated findings were well discussed. These theories assisted the formulation of the conceptual framework of the present research.

2.4.1 Human Capital Theory

The concept of human capital was propounded by the American Economist, namely, Jacob Mincer in 1958, when he developed the earnings' model commonly known as Mincer earnings function. The model explains that "wage income depends on both

schooling and professional experience” (Mincer, 1958). Mincer made a number of researches about the interdependency between wage, schooling and experience. These researches were, conducted in the 1970s formed the foundations of human capital theory (Galiakberova, 2019).

In 1960s through 70s, the different founder of the human capital theory, namely, Theodore Schultz carried out economic researches in the United States and in developing nations. Various findings revealed education to be the most key factor in productivity in the American economy. That is, both workforce and the American economy earned higher income due to human capital. In summary, human capital theory pre-supposes that formal education is highly helpful and necessary to improve the productive capacity of the population. Therefore, human capital theorists simply argue that an educated population is productive.

Human capital theory puts emphasis on how education increases the productivity and efficiency of workers by increasing the level of cognitive amount of economically productive human capability, which is the product of inborn capabilities and investment in human beings. The provision of formal education is equated to investment in human capital, and the founders of the theory considered formal education as equally or even more worthwhile than that of physical capital (Woodhall, 1997). But, there are groups of economists and sociologists scholars who criticised the human capital theory under the screening theory, “...higher education not as a site of self-investment in cognitive formation that delivers economic returns,

but a system for signalling a competitive position that delivers economic returns...”(Berg, 1971, Trow, 1973, Collins, 1979, Teichler, 2009, Baker, 2011).

Other criticisms of human capital theory include those levelled against the assumptions of human capital theory as given by McLean and Kuo (2014), and are discussed below length.

Firstly, the human capital theory assumed that costs associated with education and training should be treated as an investment rather than as a cost. However, because learning capabilities differ, the theory is significantly incorrect. Furthermore, the nature of education and training may possibly influence whether workers are productive and whether the cost associated is an investment or a cost. For instance, students graduating with a four-year college degree in a discipline for which there is no market are likely to have incurred a cost rather than an investment.

Secondly, the human capital theory assumed that people are rational and will make rational decisions. Therefore, people make decisions about education exclusively on the basis of utility (return on investment), free of society and culture. Nonetheless, people do not always make rational decisions by considering exclusively from an economic viewpoint. Labour skills are embodied in human beings. Problems arise because there is a likely divergence of interest between recipients of the investment (students) and decision makers (parents of the students).

Thirdly, the human capital theory assumed that labour markets are freely competitive (perfect competition). Human capital theory is grounded in a neoclassical orientation

which assumed that inside capitalist enterprises supply and demand took place in perfectly competitive market (Baptiste, 2001). However, Human capital theory fails to recognise the significance of complex variables that induce labour market operations. Human capital theory offers several supports for raising wages with employee experiences and differential wages across occupations. Besides, human capital theory does not take into account societal factors influencing labour market, for instance ethnicity, gender, language, and perception of education in the country of origin.

The positive implication of the human capital theory to the present research is as follows: The theory shaded light on understanding the need to scrutinise the essential criteria on how special task employees at TANESCO were put into the job so as to support TANESCO performance. The essential criteria emphasised by the theory are the level of schooling (education and training) and professional experience; in fact, these are the presumed criteria that will determine the level payment (wage) and productivity of the employed labour. The theory concludes that educated population is productive. Therefore, according to the theory, TANESCO need to recruit labour, including temporary labour by looking at their level of education, training and experiences because these ingredients will enhance their labour productivity.

2.4.2 Real Options Theory

According to Cesena, Rivas-Davalos and Mutale (2013) “Real Options (RO) theory is well known for enhancing the value of projects under uncertainty...this is achieved by modelling the flexibility that managers possess to adjust the projects in response

to changes in their environments” (Cesena, Rivas-Davalos & Mutale, 2013)). The underlying assumptions of the Real Options (RO) theory include: “projects under uncertainty might possess high RO, (ii) the projects become flexible if the RO can be identified and timely executed, and (iii) flexibility adds value to the projects...”(Cesena, Rivas-Davalos & Mutale, 2013, p. 4).

The term real means a tangible/physical asset (cash, inventory, vehicle, equipment, buildings and investment) and not financial instruments (cheques, shares, bonds). Therefore, the actual examples of real options could be: building a new project plant, adapting the technology and machinery on a production line and deciding whether to buy well-paying technological firm. According to Foote and Folta (2002) “real options reduce the impact of environmental uncertainty by increasing organisational flexibility and reducing the irreversibility of decisions”.

As regards to labour, research findings available from management and economics studies which were carried out in the developed countries, revealed that impermanent workers can be used to help firms attain flexibility (Bentolila & Dolado, 1994), hence enable firms to survive under adverse macroeconomic circumstances (Benito & Hernando, 2008). Possibly, the firms could also respond to fluctuations of demand and not to lay off some key staff if potential reduction in organisational sizes compulsory due to fluctuations in demand (Ko, 2003).

According to Abraham and Taylor (1996) “temporary employment ... represents a buffer stock to adjust to fluctuations in demand”. However, Abraham and Taylor

caution that “while the demand for such work increases in less stable economic environments, it may also be mitigated by the firms’ ability to reschedule the delivery of some of its products and services to off-peak periods” (Abraham & Taylor, 996).

According to Ton (2014), for organisations offering out-of-site services due to demand fluctuations, in most cases less labour is contracted-out. This is because employers attach a certain value to maintaining stable relationships with their regular employees who may perform other tasks during periods of low demands. Hunt (2000) cautions that impermanent contracts could tender firms with less than desired flexibility due to limitations that normally relate to the renewals of these contracts. However, Caggese and Cugnat (2008) suggested that the flexibility provided by temporary workers is mostly valuable for firms facing financial difficulties.

The criticism levelled against real option theory include: The Real Options (RO) theory for the practical case study needs a high level of geographical detail, a big number of future situations, and the inclusion of stakeholders' preferences. Other limitations of the theory include: complications, and recognition and quantification of uncertainties.

The positive implications of real options theory to the present research is as follows: the theory shades a good deal of light to the present research on use of temporary labour at TANESCO regarding its day-to-day operations. That is, the theory

emphasised on using temporary labour to meet demands associated with economic fluctuations, that is, impermanent workers could be used to help firms attain flexibility. Flexibility is very essential particularly during economic hardships brought by external factors, like eruption of war (the current Ukraine –Russia conflict) and eruption of epidemics like COVID -19. Therefore, the theory informs the present research on which type of labour to be employed by TANESCO so as to meet economic fluctuations, whereby the use of temporary staff is encouraged.

In addition, the theory was applicable to the present research as it offered a valuable advice to TANESCO and the researcher in general regarding dealing with financial difficulties. The theory emphasises to opt for temporary workers in case the company faces financial difficulties. The theory further offers valuable advice to the researcher and TANESCO that, for the organisation offering out-of-site services due to demand fluctuations brought by increases in demand to install of electricity in villages, the best option was to use contracted-out -of-site labour force.

2.4.3 Technological Change Theory

When comparing the economic and the management scholars regarding the type labour force to use in the production process, economists mostly prefer the use of impermanent labour as a solution to fluctuations in demand. However, the management scholars' stress on the degree to which production is standardized. Nollen and Axel (1996), denotes that as long as workers are employed in fixed terms, the turnover is less costly for firms; therefore, there is less inducement to establish long-term employment relationships between employer(s) and employees.

Uzzi and Barsness add that, “firms using computerized technologies are also the ones that recur more often to fixed-term workers”. Mayer and Nickerson (2005) in contrary to Nollen and Axel (1996) and Uzzi and Barsness (1998) thinking, denote “...sophisticated technologies may increase firms’ specific knowledge and lessen recourse to temporary and outsourced labour...to save on training costs and to preserve their know-how...”(Mayer & Nickerson, 2005).

Other scholars assert that, with standardized production models, there could be some returns to having a stable labour force, whereby worker(s) are encouraged to communicate their problems and work related challenges and advise on various innovations (Ton, 2014; Kleinknecht, van Schaik, & Zhou, 2014, Kleinknecht, 2015). Davis-Blake and Uzzi (1993) who are in the same line of thinking with Mayer and Nickerson (2005), likewise noted that, complicated jobs, either from an interpersonal or a technological point of view, are less likely to be performed by impermanent workforce, and firms’ knowledge workers are most likely to be permanent employees.

The main criticism put against the Technological Change Theory as regards to labour is that, discovery of new technology leads to increased reliance on technology and frequently large costs concerned with using the latest technology (especially for small businesses) increased risk of layoff of workers.

The positive implications of the technological change theory to the present research are as follows: First, the theory informed the present research that through the use of

temporary staff, the turnover might be less costly to firms including TANESCO in this case. Thus, the researcher attempted to justify if cost could be reduced because of the use of temporary staff, as TANESCO would not incur some costs, for instance, for on-the-job or off-the-job training costs, or there would not be any contributions to Social Security firms (PSSSF or NSSF). Secondly, the theory denotes that, the use of sophisticated technologies could increase company's use of specific knowledge, as a result, reduces the option of using temporary and outsourced labour, thus, enabling the company to reduce training costs. Therefore, the researcher attempted to substantiate this assertion through research findings.

Lastly, the technological change theory informed the present researcher that firms which are greatly invested in automation technology (specialised skills) opt for permanent labour while firms invested less in technology favours temporary labour. Additionally, firms with standardized production models opt more for permanent labour because these firms focus at efficiency and steady quality of output. Therefore, the research findings could inform TANESCO, to have a correct option either to opt for temporary or permanent labour or both considering the level of technology currently in use and the type of production (standardized or not standardized services).

2.5 Empirical Analysis of Relevant Studies

2.5.1 Studies Outside of Africa

The literature on labour and employment explains that, temporary employment contracts started to be practiced in European countries, for instance in Italy in the

sixties, although for a considerable length of time, it remained a clear minority alternative in the Italian labour market. Additionally, temporary employees constituted to about 5 percent of total Italian employees until 1993 (ILO, 2016). According to the Italian Ministry of Labour and Social Policies (2019), its share extraordinarily increased in the last decades, to the extent that new candidates into the labour market was roughly 67.6 percent in the fourth quarter of 2018 and about 17.1 percent of total employees in 2018 (Eurostat, 2019).

The OECD (2017) explains that, in recent times, temporary labour in Europe and Canada had a large share in labour markets. That is, it was approximately 13 percent in Germany; 6 percent in both Luxembourg and the UK; and 25 percent in Spain. Likewise, 13 percent of the Canadian labour force worked in impermanent jobs. In South Korea, 22 percent constitutes of temporary employment (OECD, 2017). The literature by Federgon (2015) also showed that in 2013 in Belgium about 2.18 percent of the total workers were employed by temporary employment agencies.

Matusik and Hill (1998), Kalleberg, Reynolds, and Marsden, (2003), Burgess and Connell (2006) and Mitlacher (2008) assert that the motive behind the growth in non-permanent employment was mostly determined by various factors including employers' demand for more flexibility; innovation; reduction in labour costs; and administrative complexities. Thus, as shown in the real options theory, the demand for flexibility could have been one of the factors contributing for employers to require temporary workers.

In the Netherlands, research indicated that during the global financial crisis of 2008/2009, fixed-term employment increased by 6 percent of the total working population (Reimann, 2016), and during and after the global financial crisis of 2008/2009 in the European countries, temporary work on average grew by approximately one percent of the working population.

Generally, the above reviewed literature and researches gave various strong reasons for the growth of temporary work in Europe, which were mainly linked to low employment costs (not having to hire, train, and fire), and greater flexibility among many. However, the literature vividly explained that weaknesses associated with short of team effectiveness, which could have been realised through sharing of knowledge, team support, friendship and networking mostly missed in temporary types of employment, which consequently limited its labour productivity.

The literature further indicated that, other merits linked to using of temporary labour in developed economies. For instance, change in technology also contributed to the emergence of new and flexible forms of employment, for instance, the so-called gig jobs (virtual assists, digital marketing, freelance writing, graphic design and branding and the like) on various local and global platforms for exchanging services. Gig jobs are contracts fixed in nature. Other advantages linked with temporary work include, the worker could work at a distance, the labour can interact globally, and enable labour to secure job in global market (Skans, 2019).

2.5.2 Studies inside of Africa

Small and Medium Enterprises (SMEs) in Sub-Saharan Africa have been recently a

major source for job creation and they supply a wide diversity of fixed-term and permanent sources of employment opportunities for the poor (Fjose, Grunfeld & Green, 2010, Abisuga-Oyekunle & Fillis 2016). Majority of SMEs employ impermanent labour or the labour force in the SMEs is self-employed. Some SMEs are established for profit making but majority are not for profit. Many of SMEs have been established for serving the society in various matters including gender based violence, land disputes, human rights, educational issues, for example isolation of girls who get early pregnancies. The impermanent workers who are self-employed in the SMEs made a greater contribution to micro-economies in majority of African countries. The big challenge is that majority of the micro-economies in African countries are not formally registered as a result do not pay taxes. In addition, majority of the temporary labour force working in micro-economies do not save their monies into banks. Last but not least, majority of these temporary workers suffer from low skills, competence and lack of start up capital to initiate and make their production sustainable.

Another piece of literature inside of Africa indicated that formal sector employment was stronger in South Africa than in Malawi and Ghana. That is, informal sector employment mostly was dominating the economy of Malawi and Ghana (Filmer et al. 2014). This means that you could mostly find permanent jobs in South Africa and many impermanent jobs in Malawi and Ghana. This implies that, as said above, the tax base in Malawi and Ghana might most likely be very narrow. Besides, most of micro-economies in these countries were not registered, consequently, most likely a

low Gross Domestic Product (GDP) in Malawi and Ghana. In addition, majority of labour force employed as temporary labour lacked formal skills and competences.

One more literature approximates that, a half of the labour force in African South of Sahara works in agriculture and up to 90 percent derives their livelihoods from the informal sector (Chen & Carré, 2020). Mostly, agriculture sector is characterised by non-wage earners employees and various employees in agriculture sector are seasonal and temporary in nature. In general, labour productivity in agriculture sector in majority of countries South of Sahara is still very low and subsistence in nature.

According to ILO (2020b), informal employment still leads the modern world of work employment, and it employs about 80 percent to 90 percent of labour force in sub-Saharan Africa. ILO illustrates further that “the share of informal employment and its components in total employment ranged from 40.2 per cent in Southern Africa to over 90 per cent in Central, Eastern and Western Africa” (ILO, 2020). People working in informal sector comprised mostly of family workers, small-scale traders and self-employed farmers. Majority of these workers were temporary in nature. As explained by Chen and Carré (2020), the output per head was still low in many of African countries South of Sahara. Some of the contributing factors to low output per head might be due to low skills, investment and lack of credit facilities.

The informal sector economy is so large that most African workers will only work informally for their entire life (Ng’weno & Porteous, 2018). This entails that the large percent of employment in sub-African work derive their livelihood in the

informal sector of the economy, and they are characterised as impermanent or seasonal labour. However, it should be known that “informality is highest among workers with no education...whereby 94 per cent of workers with no education are informally employed” (AfDB, 2019). Thus, Ng’weno and Porteous (2018), AfDB (2019) and Chen and Carré (2020) vividly revealed that the labour productivity of the temporary labour was still very low.

One more research carried out in Kenya by Wandera, examined the issue related to labour contracts versus productivity. Research findings revealed that “short-term employment affected productivity of staff in the organization since a lot of time and effort was used in training new employees...” (Wandera, 2011). This study by Wandera justifies some of negatives that could emanate from firms to rely on using temporary staff as major source of labour force. The reason behind in reduction in labour productivity could be related to high labour turn over, lack in sharing of knowledge, absence of team support, absence of friendship and networking, which as a result limited labour force productivity.

2.5.3 Studies in Tanzania

The National Bureau of Statistics (NBS) (2018) showed that, casual employment in Tanzania turned down from 11.8 percent in 2015 to 7.1 percent in 2016. Nevertheless, according to Tanzanian laws, casual employment is not commonly preferred and is not stable. In general, it is associated with unfavourable working conditions. The distribution of the casual labour in Tanzania Mainland in the year 2016 is as shown in Table 2.1.

Table 2.1: Percentage distribution of total casual employees by age group, sector and sex Tanzania Mainland, 2016

Age group	Sex	2016		
		Private	Public	Total
Adult (36+ Years)				
	Male	42.9	0.8	43.7
	Female	27.5	0.2	27.7
	Sub Total	70.4	1.0	71.4
Youth (15-35 Years)	Male	18.7	0.3	19.0
	Female	9.5	0.1	9.6
	Sub total	28.2	0.4	28.6
Total percent		98.6	1.4	100.0
Total employees		180,673	2,605	183,279

Source: NBS (2018, p. 13)

Table 2.1 indicates that adult employees comprise a higher percentage of casual employees with 71.4 percent compared to youth employees with 28.6 percent. Table 1 as well shows that the private sector in 2016 had the highest percentage of casual employees at 98.6 percent compared to public sector with 1.4 percent.

Quite a few empirical studies have been carried in Tanzania to examine and establish the status and the role of temporary employment in Tanzania. One study was on domestic workers and it was carried out in Tanzania mainland and Zanzibar in 2016 by ILO. Findings revealed that people performing a domestic task, which is a hidden informal arrangement, accounted for 7 percent of total working age population, and many of them did not enjoy their labour rights.

Research findings further revealed that 56 percent of domestic workers in Tanzania were not paid. Findings, additionally, revealed that domestic workers performed various tasks including taking care of children, or elderly or sick members of a

family, gardening, guarding the house, driving for the family cars, taking care of household pets, cleaning the house, cooking, washing and ironing clothes.

The implication of this study done by ILO (2016) is that, domestic work is temporary work, and mostly the labourers performing domestic work miss labour rights including payment, leave, leave pay, and payment for social security. However, the study by ILO (2016) did not reveal their labour productivity. Failure to disclose the output per head of the temporary workers might be due to absence of records of what they real produced in terms of services or tangible products because majority of domestic workers' employment status was a hidden arrangement.

The different research about temporary staff was carried out by Tusemen (2014) in Morogoro region. The aim of this research was to assess employment contract to the employee performance at MIC (T) Ltd. Findings revealed that approximately 80 percent of the participants did not have obvious employment contracts and about 60 percent said that their contracts did not openly state conditions and terms for the job termination. Findings further, revealed that roughly 80 percent of the employees' contracts did not define evidently the working positions and specific duties to be performed. The studies carried out by Tusemen (2014) also generally revealed that temporary labour employment contracts were hidden arrangements and it is most likely true that their productivity records were missing.

Another study regarding human resource as a key element to organisational performance was carried out by Richard and Nyangosi (2017). The aim of the

research was to find out motivation as one of the key factors towards enhancing employees' productivity. It was a case study done at Vick Fish Company Limited in Kagera Region, Tanzania. The fish processing firm employed 17 permanent staff and 120 temporary staff. The research collected both primary and secondary data, whereby questionnaires and interviews were used to collect primary data and various documents in form of books, journal articles and reports related to motivation and employees' performance both published and unpublished were reviewed as sources of secondary data. Research findings revealed that both temporary and permanent employees at Vick Fish Company were influenced by recognition at work and good working condition on increasing their morale and work performance.

Sekiete (2019) did a masters dissertation on the influence of recruitment and selection process in public institutions in Tanzania, TANESCO was used as a case study. The area of the study was Mikocheni area in Dar es Salaam. The study used 50 employees (permanent and impermanent as respondents) and tools for data collection were interviews and questionnaires. Therefore, both quantitative and qualitative data were collected. Method used on data analysis was descriptive method for quantitative data whereby SPSS software assisted in the analysis, while thematic method was used to analyse qualitative data.

Research findings revealed that, first, the criteria used in the employment processes were not effective because sometimes new employees (lower level employee including temporary staff) report at work, despite the fact that no interview(s) was

conducted. Second, temporary and contract employees work for a long period without being employed permanently. When employment opportunity for permanent job arise, temporary and contract employees are not given priority and this demotivate them. Thirdly, temporary service employees who had offered serves to the organization for several years and gained enough experience, when it comes to employment are left out and the company recruits new ones of the same qualifications, the action demoralises the temporary staff.

It was generally recommended that the Public Service Recruitment Secretariat to undertake the role of recruitment and selection within TANESCO as it was doing for other public institutions.

2.6 Research Gap

Theories and empirical studies critically reviewed depicted the most likely theoretical, practical and empirical knowledge gaps as regards to the role played by specific tasks employees on organisational performance, by the name TANESCO, particularly in Shinyanga region Tanzania. For example, the reviewed three theories triggered the need for further researches to establish more about the absent knowledge on the role played by specific tasks employees on organisational performance of various firms including TANESCO in Tanzanian and beyond. Furthermore, examining the reviewed researches outside Africa, in Africa and Tanzania, majority of the literature discussed in details the merits of using temporary labour on the side of the employer, however, a little was discussed in length about merits connected to temporary employment on the side of the employees. Just one

reviewed research done in Tanzania identified weaknesses associated with the employment processes within TANESCO, while the research done in a fish processing firm indicated the need for staff recognition at work and good working condition as factors which might contribute to labour productivity. Nevertheless, basing on the reviewed literature, quite few researches have been done in Tanzania in general and Shinyanga in particular to establish the status and labour productivity of temporary labour force particularly in various firms which are service oriented. Lastly, no reviewed research indicated about labour productivity of impermanent labour in service or output industries.

2.7 Analytical/Conceptual Framework

The present research builds on a conceptual framework depicted in Figure 2.1. Miles and Huberman define conceptual framework as “... a visual or written product, one that explains, either graphically or in narrative form, the main things to be studied- the key factors, concepts, or variables- and the presumed relationships among them” (Miles & Huberman (1994). Figure 2.1 depicts in summary the role of specific tasks employees on one hand and factors contributing to organisational performance on the other hand. That is, the organisational performance (labour productivity) is a function of or depends on the role played by the specific task staffs. Therefore, the concept map depicts the independent variable (role of the specific task employees) and the dependent variable (organisational performance). In short, the main factors needed to be studied as given by the objectives listed in chapter one were clearly indicated in the conceptual framework, these include: putting specific tasks employees into the job; knowledge, skills and experiences possessed by specific

tasks employees; tasks which were assigned to specific tasks employees; and how the job performed by specific tasks was evaluated.

Conceptual map

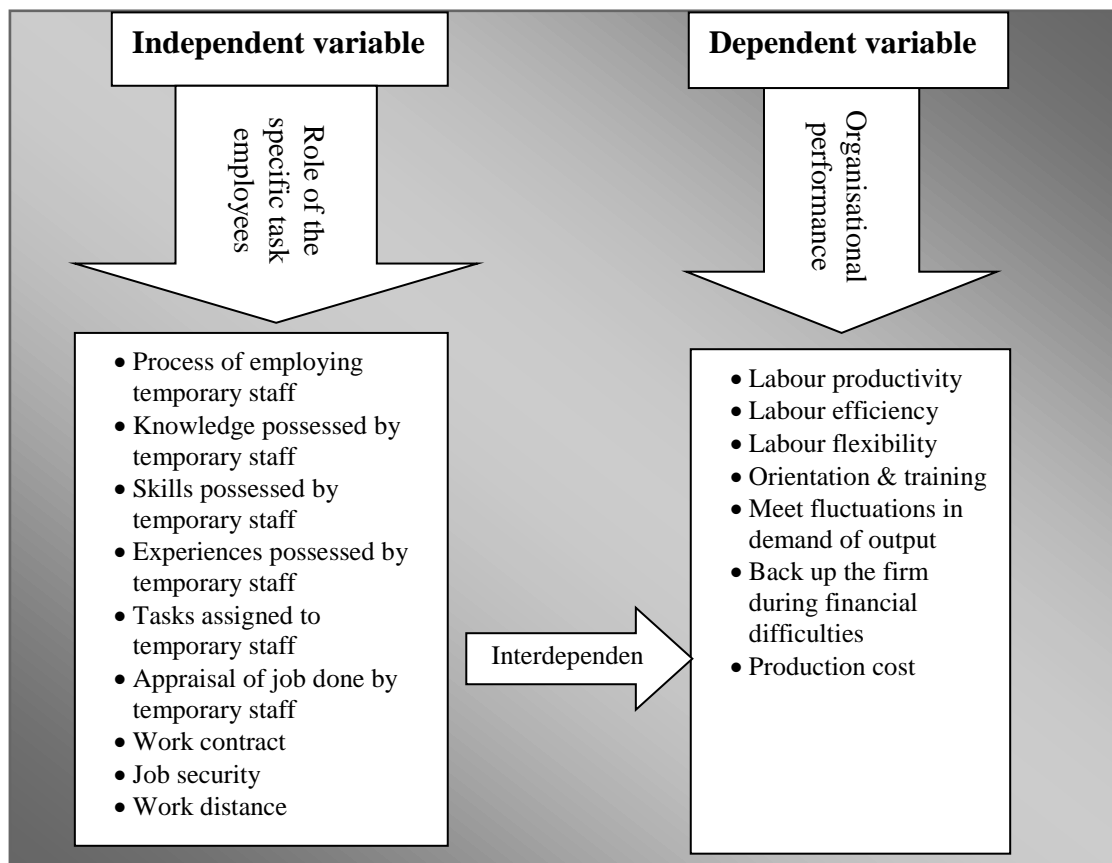


Figure 2.1: Role of temporary labour on organisational performance

Source: Researcher, 2022)

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Overview

The present research used a mixed method, that is, it was a combination of quantitative and qualitative approaches. This combination enriched the findings (Johnson & Onwuegbuzie, 2004), in particular, the study considered the design triangulation (Morrison, 2007), because of comparing many sources of evidence assisted the researcher to determine the accuracy of information from various respondents and documents reviewed.

3.2 Research Philosophy

The present research adapted pragmatism as a research paradigm/ philosophy (Hibberts & Johnson, 2012). Pragmatism was used because it made possible the researcher to mix components of quantitative and qualitative in ways the researcher believed would work for his research problem and questions (Tashakkori & Teddlie, 2003; Punch, 2009; and Hibberts & Johnson, 2012). That is, adapting pragmatism paradigm enabled the researcher to include both quantitative and qualitative research approaches. This is because, pragmatists use whatever combinations to help a researcher to achieve his/her epistemological justification (Dewey, 1998/1938). Therefore, as long as the present research used mixed method (qualitative and quantitative components), pragmatism was a perfect fit to this study. Moreover, the “how” and “what” questions raised in the research questions given in chapter one obtained answers due to the use of pragmatism paradigm. The study adopted

qualitative and quantitative approaches (Kothari, 2004), because this permitted in-depth and enrichment of research findings, likewise meeting the triangulation criterion (Denscombe, 2007).

3.3 Research Strategies

Research strategies could be qualitative or quantitative researches (Bryman, 2008). According to Johannesson and Perjons (2014), the research strategy is “... an overall plan for conducting a research study...the research strategy guides a researcher in planning, executing, and monitoring the study (Johannesson & Perjons, 2014). Also Punch argues that:

Research design is the basic plan for a piece of research, and includes four main ideas: the first one, is the strategy; the second one, is the conceptual framework; the third idea is the question of who or what would be studied; and the fourth idea is about tools and procedures to be used for collecting and analysing data... (Punch, 2009)

The present research design was descriptive in nature. According to Kuluchumila (2018), the descriptive researches “are designs to investigate the current status and nature of phenomenon...” Sanders, Lewis and Thornhill (2009) assert, “...descriptive research, such as that undertaken using attitude and opinion questionnaires.... enable...to identify and describe the variability in different phenomenon” (Sanders, Lewis & Thornhill, 2009).

The present study adopted a single-case study approach (holistic design) (Cohen, Manion & Morrison, 2007, Bryman, 2008, Yin, 2014) and the unit of analysis was the TANESCO temporary staff. The data analysis focused on a number of phenomena, including: how temporary employees were put into the job; their

knowledge, skills and experiences; specific tasks assigned to these employees; and how their performance was evaluated within TANESCO. Additionally, the choice to use a single-case study was because it permitted both descriptive questions and explanatory question raised in chapter one to be addressed accordingly (Campbell, Daft, & Hulin, 1982; Shavelson & Townes, 2002, Yin, 2014).

3.3.1 Area of the Research

The areas of the study were Kishapu, Shinyanga Municipality and Kahama. These are areas where TANESCO offices are located in Shinyanga region. These areas have TANESCO headquarters and hire temporary staff in their day-to-day operations. Therefore, findings from the present study might enlighten and possibly justify to all TANESCO offices in Tanzania, the need to use temporary staff to its production and distribution of electricity in the country.

3.3.2 Sample and Sampling Techniques

Sample: The actual research participants are given in Table 3.2, they included: the Regional Manager; one (1) Human Resource officer; four (4) engineers; four (4) supervisors; two (2) foremen; and ninety one (91) previous linesmen/artisans.

Table 3.1: Category of participants

Category	Anticipated sample	Actual sample	Percent
TANESCO regional manager	1	1	100
Human Resource officer from TANESCO	2	1	50
District managers	2	0	0
Engineers	4	4	100
Supervisors	6	4	66.7
Foremen	3	2	66.7
Linesmen/artisans	118	91	77.3

Source: Research data, 2022

Each category of participants was obtained as described in the sampling techniques given below:

Sampling Techniques: First, the TANESCO regional manager and one (1) human resource officer were selected purposively (Fogelman & Comber, 2007), that is, purposive sampling technique was used to obtain them. Purposive sampling was used because the named participants were the ones who in particular possessed information about the organisation as a whole considering their respective positions in their respective offices available in Shinyanga Municipality, Kahama and Kishapu. Second, the four (4) engineers; four (4) supervisors; and two (2) foremen: The simple random sampling (Fogelman & Comber, 2007) was used to obtain these participants. Each category of participants was selected literally at random from the list of each group of staff namely engineers, supervisors, foremen and artisans/linesmen (Fogelman & Comber, 2007) working at TANESCO in Shinyanga Municipality, Kahama and Kishapu.

Thirdly, the ninety-one (91) previous linesmen/artisans: Convenient (accidental or opportunity) sampling technique (Fogelman & Comber, 2007) was used to obtain these participants from the population of 118 previous linesmen/artisans. As long as the linesmen/artisans were no longer workers of TANESCO, the researcher attempted to get them wherever they were available in Shinyanga region (Shinyanga Municipality, Kahama and Kishapu), then he asked them at their own consent to participate in the study.

3.4 Variables and Measurement Procedures

The researcher obtained data in numbers (quantitative data) from Likert scale questionnaires (structured questions) and in words (qualitative data) from interviews (unstructured questions) and documents. Data were obtained from various categories of participants working at TANESCO: Shinyanga Municipality, Kahama and Kishapu, including the Regional Manager, the Human Resource Officer; Engineers; Supervisors; and previous linesmen/artisans. Also, data were obtained from documents about how temporary workers (the previous linesmen/artisans) at TANESCO were brought into work Shinyanga Municipality, Kahama and Kishapu offices. Likert scale questionnaires, interview guides and documentary schedules assisted in data gathering. Several variables emerged from the research objectives as well as the conceptual frame work was used as key themes in the process of formulating questions for collecting data (both structured and unstructured questions). Some of the key variables from the research objectives and the conceptual frame work used include: process of employing temporary staff; knowledge possessed by temporary staff; skills possessed by temporary staff; experiences possessed by temporary staff; tasks assigned to temporary staff; job appraisal processes for the temporary staff; orientation and training; labour productivity; and labour efficiency.

3.5 Methods of Data Collection

The tools for data collection included questionnaires, interviews guide and documentary schedules summarised in Table 3.2.

Questionnaires: the 5 -points Likert scale was used to gather information from the ninety-one (91) previous linesmen/artisans who worked at TANESCO in Shinyanga Municipality, Kishapu and Kahama. Questionnaires facilitated in data collection for a large number of participants.

Interview guide: Gathered data from the TANESCO regional manager, and the human resource officer. Also interview guide gathered information from the four (4) engineers; four (4) supervisors; and two (2) foremen. Interviews got enriched data from participants.

Documentary schedules: A variety of documents about previous linesmen/artisans were sought using documentary schedules from TANESCO-Shinyanga, Kishapu and Kahama office. Documents obtained include: job advertisements; and job contracts. The documents sought assisted the researcher to get several information including: job evaluation techniques used on temporary staff, various ways TANESCO used to advertise employment opportunities, skill and experiences needed from the temporary staff, and duration/employment period offered to temporary staff.

Table 3.2: Data collection tools

Objective	Participants	Research tool
To establish how were the specific tasks employees put into the job to support TANESCO's performance.	The regional manager, Human Resource officer, previous linesmen/artisans	Interview guide, Questionnaires
To investigate knowledge, skills and experiences possessed by specific tasks employees on supporting TANESCO's performance.	Human Resource officer; linesmen/artisans.	Interview guide, Questionnaires
To find out tasks which were assigned to specific tasks employees and their achievement rate to further TANESCO's performance.	The regional manager; Human Resource officer; engineers; supervisors; foremen; previous linesmen/artisans.	Interview guide, Questionnaires, Documentary schedules
To establish how the job performed by specific tasks employees in furthering TANESCO's performance was evaluated.	The regional manager; Human Resource officer; engineers; supervisors; previous linesmen/artisans.	Interview guide, Questionnaires, Documentary schedules

3.6 Validity and Reliability

Validity is the accuracy of what is measured while reliability is the consistency of the results on the measured entities. Sanders, Lewis and Thornhill (2009) asserts, "...reliability refers to the extent to which your data collection techniques or analysis procedures will yield consistent findings" (Sanders, Lewis & Thornhill (2009). To ensure reliability, the present study attempted to reduce participants' bias, for instance, by ensuring respondents' anonymity on questionnaires and in interviews. Also, the researcher did its best to reduce participants' errors during responding to questions through editing thoroughly the questions in the research instruments used so as to increase the reliability of this study. The use of structured questions (Likert scale questionnaires) to all temporary staff as well most likely increased the reliability of the response (Bush, 2012).

The present study aimed as well to ensure validity and two types of validity were thought, the internal and external validity. According to Denzin and Lincoln (1998) internal validity refers "to the degree to which findings correctly map the phenomenon in question" (p.186). To meet internal validity, follow-up contacts of not returned questionnaires were made. External validity "relates to the extent that findings may be generalised to the wider population, which the sample represents, or to other similar settings" (Bush, 2012).

Besides, with a multiple use of methods for data collection; interviews, questionnaires in form of Likert scale interviews and documents; the criterion for triangulation was met. Bush (2012) asserts, "...triangulation is comparing many

sources of evidence in order to determine the accuracy of information or phenomena, it is essentially a means of cross-checking data to establish its validity” (Bush, 2012).

3.7 Research Ethics

The present study adhered to all code of conduct for conducting the research. These included obtaining the relevant clearance from the relevant authorities such as the Open University of Tanzania Research Department and the Shinyanga Regional Administrative Secretary (RAS). The research clearance and permissions were obtained before the actual data collection began. Other ethical issues such as participants’ informed consent, confidentiality, anonymity, and explaining the purpose of the study was highly adhered to. Cohen, Manion & Marrison (2007) acknowledge the need for researchers to highly observe the ethical issues in order to maintain the authentication and reputation of the researchers. In addition, the researcher observed the Tanzanian Statistics Act, number 2015 (URT, 2015) as revised in 2019, which is about research ethics and all matters related to data and/ or statistics.

3.8 Data Processing and Analysis

Qualitative data were analysed by using Thematic Analysis (TA) method (Braun & Clarke, 2006). The field notes data from interviews were coded and analysed thematically. Content analysis was used for analysis of gathered documents (Denscombe, 2008) and descriptive statistics method was used to analyse quantitative data. Data cleaning, processing and analysis were done accordingly.

Frequency tables and figures were generated with their corresponding percentages on quantitative data using SPSS computer software.

3.9 Expected Results of the Study

Table 3.3: Anticipated research results

Research question	Expected results
How were the specific tasks employees put into the job?	Information about how specific tasks employees who used to be employed by TANESCO were put into the job was revealed from the research findings.
What knowledge, skills and experiences did specific task employees possess?	The knowledge, skills and experiences possessed by previous specific employees at TANESCO was revealed from the research findings.
What tasks were usually assigned to specific tasks employees and to what extent were accomplished?	The tasks which were typically performed by previous specific tasks employees of TANESCO were revealed from the research findings. Besides, the productivity of specific task employees was revealed by the research findings.
How was the job performance of specific tasks employees evaluated?	Various methods used to evaluate job performance of specific tasks employees were revealed by the research findings. Besides, appraisal criteria were revealed by the research findings.

CHAPTER FOUR

FINDINGS

4.1 Introduction

In chapter four, findings from both quantitative and qualitative data gathered from interviews, questionnaires and documentary schedules were presented. Specifically, gathered data came from TANESCO Regional Manager; Human Resource personnel; engineers; supervisors; foremen; and linesmen/artisans at TANESCO; and from various documents. Chapter four is made up of the following main subsections: Data analysis and presentation of data gathered from the field were done so that to answer the research questions raised in chapter one. The chapter four as well attempted to fill in the gaps identified in the review of the related literature.

4.1.1 Data Analysis and Presentation

In this section data were organised and presented basing on research questions raised in chapter one, whereby respective generated themes were principally used. Organising data and analysis is basic because it draws together all the relevant data for exact issue of concern to the researcher. In addition, organising data and analysis preserves the coherence of the materials. Therefore, both descriptive method (tables and figures) and narration basing on generated themes were used in the presentation of data from interviews, questionnaires and documents.

4.1.2 Bio data of temporary staff

The bio data of temporary staff were revealed by their gender, age, level of education,

working experience and various courses they pursued at certificate, diploma or degree levels.

Table 4.1: Gender of the participants

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	male	63	69.2	71.6	71.6
	female	25	27.5	28.4	100.0
	Total	88	96.7	100.0	
Missing	99	3	3.3		
Total		91	100.0		

Source: research data, 2022

Table 4.1 shows that 63 participants, who constituted 69.2 percent (n= 91) were men, while 25 participants, who constituted 27.5 percent (n= 91) were female. With respect with age of temporary staff, Figure 4.1 indicates that 53 of temporary staff were 20-30 of age; 26 were between 31-40; six (6) were 41-50 of age; and just one worker was 51-60 of age.

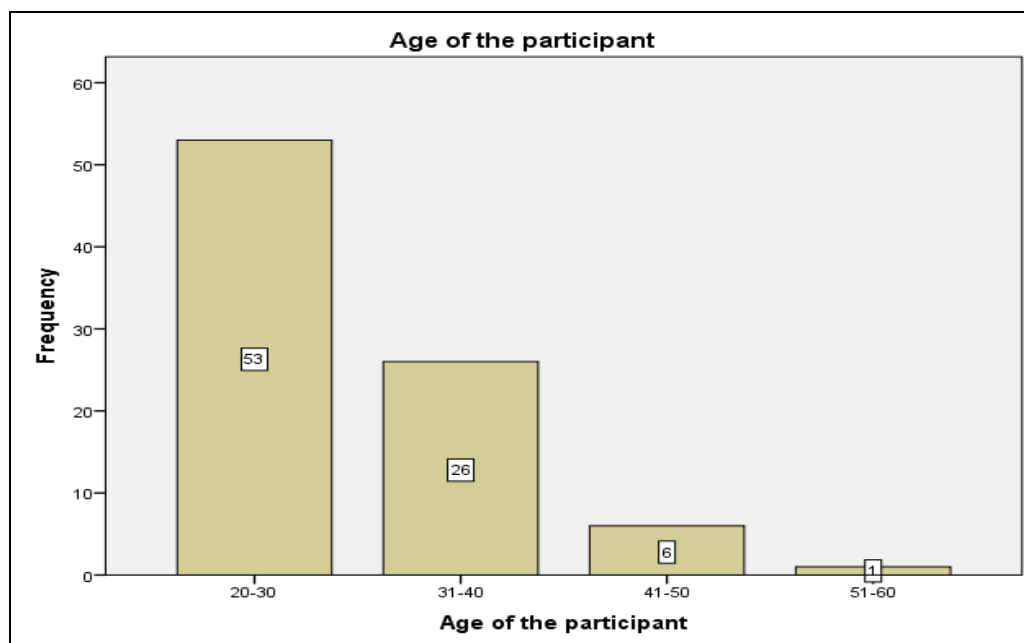


Figure 4.1: Age of participants

Source: research data, 2022

Data as regards to level of education are shown in Table 4.2. Findings revealed that: 38 temporary staffs, who made up 41.8 percent (n = 91) were certificate holders; 18 temporary staffs, who constituted 19.8 percent (n = 91) were diploma holders; those with degree were 12 participants, and these constituted 13.2 percent (n = 91).

Table 4.2: Level of education of participants

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Certificate	38	41.8	55.9	55.9
	Diploma	18	19.8	26.5	82.4
	Degree	12	13.2	17.6	100.0
	Total	68	74.7	100.0	
Missing	99	23	25.3		
Total		91	100.0		

Source: research data, 2022

Data about the level of experience of temporary staff are given in Table 4.3. Research findings revealed that 51 participants, who constituted 56.0 percent (n = 91) had experience between 0-10 years level of experience; 20 participants, who constituted 22 percent (n= 91) were between 11-20 years level of experience; 8 participants, who constituted 8.8 percent (n = 91) were between 21-30 years level of experience; and 5 participants, who constituted 5.5 percent (n = 91) were between 31-41 years level of experience.

Table 4.3: work experience of participants

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0-10	51	56.0	60.7	60.7
	11-20	20	22.0	23.8	84.5
	21-30	8	8.8	9.5	94.0
	31-40	5	5.5	6.0	100.0
	Total	84	92.3	100.0	
Missing		99	7.7		
Total		91	100.0		

Source: research data, 2022

Data about categories of employees is given in Figure 4.2. Research findings revealed that: 47 staff was electrical engineer/technician in terms of training; five 5 staff were mechanical in terms of training; 4 were industrial technicians in terms of training; 4 were welding and fabrication engineers/ technicians; 2 refrigeration and air conditioning engineers/technicians in terms of training; 5 artisan plumbers in terms of training; 3 automobile engineers/ technicians in terms of training.

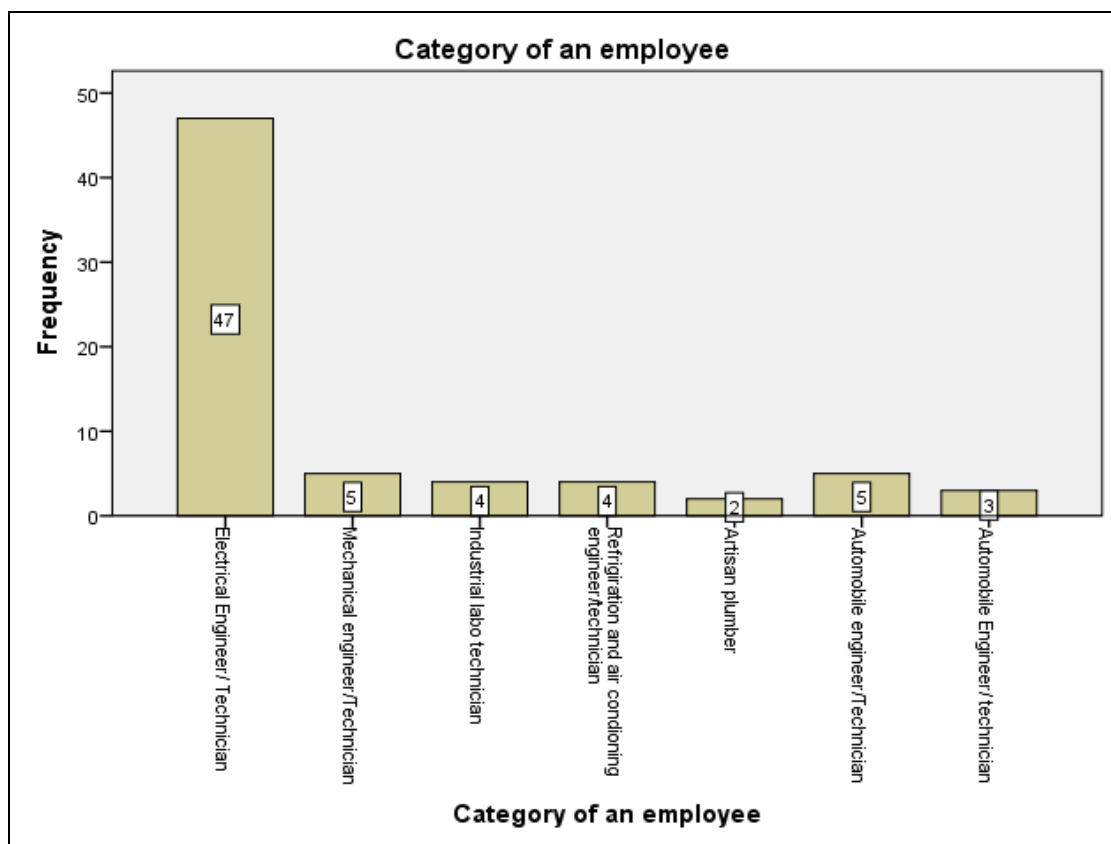


Figure 4.2: Category of employees

Source: Research data, 2022

Data on specific tasks that were done by temporary staff are given in Table 4.4. Research findings revealed that: 8 employees, who constituted 8.8 percent ($n=91$) worked as stores assistant; 2 employees, who constituted 2.2 percent ($n = 91$)

worked as stores attendants; 11 employees, who constituted 12.1 percent (n = 91) worked as customer care representative (call agents); 8 employees, who constituted 8.8 percent (n = 91) worked as automobile mechanical engineers/technician; 6 employees, who constituted 6.6 percent (n = 91) worked as drivers; 6 employees, who constituted 6.6 percent (n=91) worked as artisan systems operator; 26 employees, who constituted 28.6 percent (n = 91) worked as artisans; and 12 employees, who constituted 13.2 percent (n= 91) worked as customer service officers.

Table 4.4: specific tasks of the staffs

		specific task staff		Valid Percent	Cumulative Percent
		Frequency	Percent		
Valid	Stores assistant	8	8.8	10.1	10.1
	Stores attendants	2	2.2	2.5	12.7
	Customer care representative (call agent)	11	12.1	13.9	26.6
	Automobile mechanics engineers/technician	8	8.8	10.1	36.7
	Driver	6	6.6	7.6	44.3
	Artisan system operator	6	6.6	7.6	51.9
	Artisan	26	28.6	32.9	84.8
	Customer service officer	12	13.2	15.2	100.0
	Total	79	86.8	100.0	
Missing	99	12	13.2		
Total		91	100.0		

Source: research data, 2022

4.1.3 Putting Specific Tasks Staff Into Job To Support TANESCO's Performance

One of the research questions raised in chapter one wanted to establish how the temporary staff were put into the job. Research findings revealed that a number of

processes were followed to put the temporary workers into jobs. One of the processes was through job opportunity advertisement. For instance, from the reviewed document the following were revealed from one of the job opportunity advertisement made in the year 2018.

TANESCO invited internal and external applicants who were self-motivated, honest, hardworking and committed individuals to fill in some mentioned posts at Simiyu region. The specific attributes for the positions to be filled in included: All candidates were required to demonstrate good performance track record; to demonstrate highest degree of integrity; to be capable of delivering excellent results while working under pressure with tight deadlines; to possess good communication skills, to be creative and innovative; have good team player; be self-driven and capable of working with minimal supervision; and were supposed to be computer literate. (Document extract, 2022)

The opportunities advertised were meant for stores assistants, who were to report to regional stores and transport officer in Simiyu region. The other advertised job opportunity was for accounts assistant, who were required to report to regional accountant/district accountant; lastly, the job opportunity advertised was for drivers, who were required to report to regional stores and transport officer.

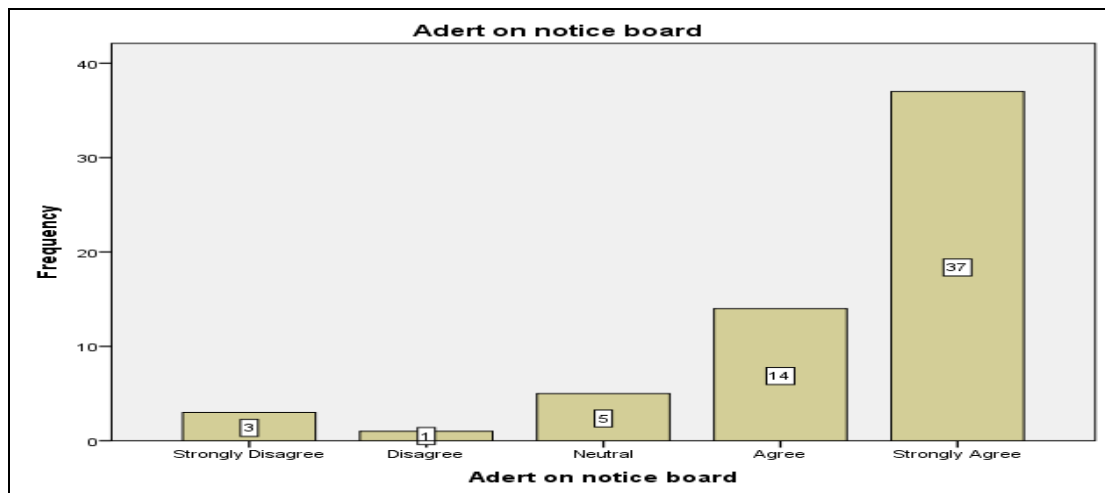
Research findings from questionnaires also support that, temporary staff were put into jobs through the process of advertisement as revealed in Table 4.5, whereby 46 temporary who constituted 50.6 percent ($n = 91$) agreed to get news about the availability of job opportunity at TANESCO through newspapers advertisements.

Table 4.5: Advert on newspapers

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	7	7.7	10.9	10.9
	Disagree	7	7.7	10.9	21.9
	Neutral	4	4.4	6.3	28.1
	Agree	10	11.0	15.6	43.8
	Strongly Agree	36	39.6	56.3	100.0
	Total	64	70.3	100.0	
Missing	99	27	29.7		
Total		91	100.0		

Source: research data, 2023

Another research finding about the process of employing new temporary staff was through advertising the job at the TANESCO's notice board; see Figure 4.4, whereby 51 people got information about the availability of job opportunity at TANESCO from the notice board.

**Figure 4. 3: Figure 4.3: Advert on the notice board**

Source: research data, 2023

A different method among the processes of employing temporary staff was through carrying out interviews. Research findings given in Figure 4.5 revealed that 56 temporary staff supported that they were called for interview in the process of getting a job.

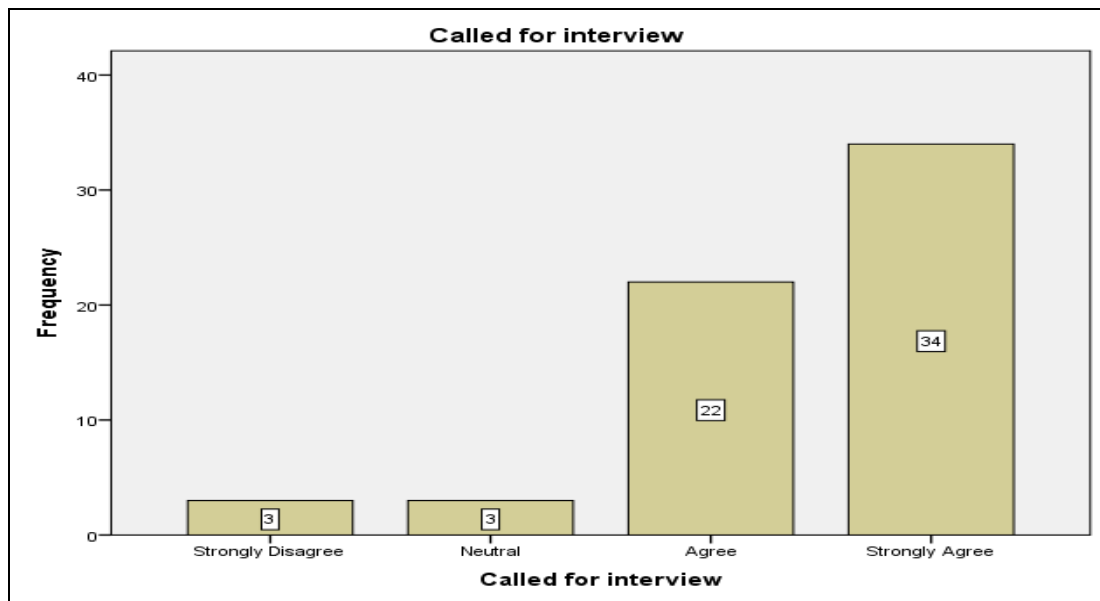


Figure 4.4: Called for interview

Source: research data, 2022

The temporary staff were also given induction (orientation) as one of the significant processes in putting a worker(s) into the job. Findings are revealed in Table 4.6, whereby 51 temporary staff, who constituted 56.1 percent (n= 91) supported to be given induction at their initial stage when they got the job.

Table 4.6: Table 4.6: Offered induction

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	4	4.4	6.8	6.8
	Disagree	2	2.2	3.4	10.2
	Neutral	2	2.2	3.4	13.6
	Agree	23	25.3	39.0	52.5
	Strongly Agree	28	30.8	47.5	100.0
	Total	59	64.8	100.0	
Missing	99	32	35.2		
Total		91	100.0		

Source: Research data, 2022

Furthermore, research findings indicated that the induction that were offered to new staff members made them effective as it revealed in Figure 4.6, whereby 55 supported the statement.

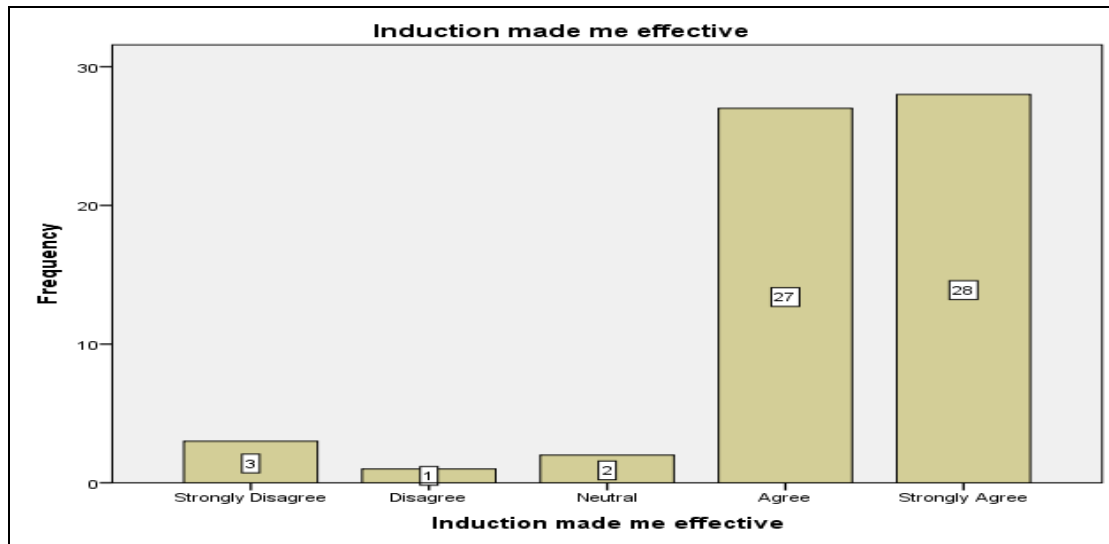


Figure 4. 5:Figure 4.5: Induction made new staff effective

Source: Research data, 2022

Moreover, majority of new employees who participated in the present research supported that induction enhanced their day-to-day performance within TANESCO. Because, findings revealed in Table 4.7 suggested that 57 staff, who constituted 62.7 percent (n= 91) supported that induction enhanced their day-to-day performance.

Table 4.7: Induction enhanced my work

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	4	4.4	6.3	6.3
Valid Disagree	1	1.1	1.6	7.8
Valid Neutral	2	2.2	3.1	10.9
Valid Agree	24	26.4	37.5	48.4
Valid Strongly Agree	33	36.3	51.6	100.0
Total	64	70.3	100.0	
Missing 99	27	29.7		
Total	91	100.0		

Source: Research data, 2022

The last argument given by the participants about induction is given in Table 4.8, whereby 55 new employed temporary staff, who constituted 60.5 percent (n= 91) supported that induction made them feel secure in the job.

Table 4.8: Induction made me secure

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	4	4.4	6.6	6.6
	Neutral	2	2.2	3.3	9.8
	Agree	25	27.5	41.0	50.8
	Strongly Agree	30	33.0	49.2	100.0
	Total	61	67.0	100.0	
Missing	99	30	33.0		
Total		91	100.0		

Source: Research data, 2022

Therefore, the research findings confirmed that, the TANESCO most likely, went through the three significant steps in employment process namely, recruitment (advert for the job), selection and induction (orientation) of new temporary. Thus, the question about how the new temporary staff were put into the job is adequately answered.

4.1.4 Knowledge, Skills And Experiences Possessed By Specific Tasks

Employees On Supporting TANESCO's Performance

One more question raised in chapter one is about the knowledge, skills and experienced which were needed to support TANESCO's performance. Research findings from the interview by the TANESCO regional manager revealed that TANESCO needed a variety of knowledge, skills and experiences from the temporary staff:

We need the following knowledge, skills and experiences: technical knowhow, self-driven and ethical behaviour with experience on electrical installation, industrial and domestic experience on troubleshooting and construction of medium and low voltage. (TANESCO, Regional Manager)

From the questionnaires administered to the temporary staff, findings indicated an assortment of knowledge, skills and experience possessed by the temporary staff including: Electrical engineering; mechanical engineering; welding and fabrication engineering; trade test in automobile engineering; refrigeration and air conditioning/ maintenance of air compressors; plumbing; automobile engineering; electrical installation; and driving. For example, findings given in Table 4.9 revealed that about fifty percent, that is 44 temporary staff, who constituted 48.7 percent (n = 91) assisted their supervisors in planning for maintenance.

Table 4.9: Assist supervisors plan for maintenance

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	5	5.5	8.8	8.8
	Disagree	2	2.2	3.5	12.3
	Neutral	6	6.6	10.5	22.8
	Agree	18	19.8	31.6	54.4
	Strongly Agree	26	28.6	45.6	100.0
	Total	57	62.6	100.0	
Missing	99	34	37.4		
Total		91	100.0		

Source: Research data, 2022

Furthermore, research findings revealed that many temporary staff assisted their supervisors on maintenance of distributing networks. For instance, findings given in Table 4.10, indicated that 47 temporary staffs, who constituted 51.7 percent (n = 91)

supported that they assisted their supervisors on maintenance of distribution networks.

Table 4.10: Maintenance of distribution networks

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	2	2.2	3.8	3.8
	Neutral	4	4.4	7.5	11.3
	Agree	16	17.6	30.2	41.5
	Strongly Agree	31	34.1	58.5	100.0
	Total	53	58.2	100.0	
Missing	99	38	41.8		
Total		91	100.0		

Source: Research data, 2022

Also, the temporary staff possessed skills in installation of electricity; this is because research findings given in Figure 4.7 revealed that 48 temporary staff supported that they were involved in inspecting customers' installation.

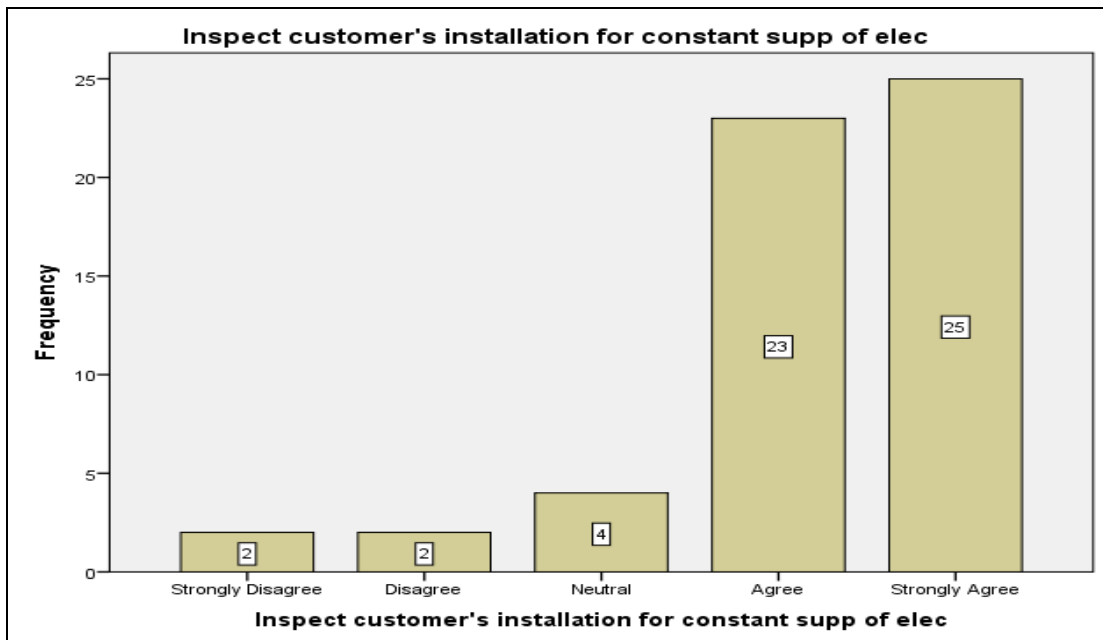


Figure 4.6: Inspecting customers' installation

Source: Research data, 2022

Furthermore, research findings revealed that a good number of workers possessed skills in plumbing, whereby 36 temporary staff, who constituted 39.6 percent (n = 91) had skills in plumbing and repair of pipes as given in Table 4.11.

Table 4.11: Plumbing and repair pipes

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	5	5.5	8.6	8.6
	Disagree	7	7.7	12.1	20.7
	Neutral	10	11.0	17.2	37.9
	Agree	16	17.6	27.6	65.5
	Strongly Agree	20	22.0	34.5	100.0
	Total	58	63.7	100.0	
Missing	99	33	36.3		
Total		91	100.0		

Source: Research data, 2022

The temporary staff as well had other skills, for instance, research findings given in Figure 4.8 revealed that 51 respondents agreed that they had a certificate in electrical installation grade II.

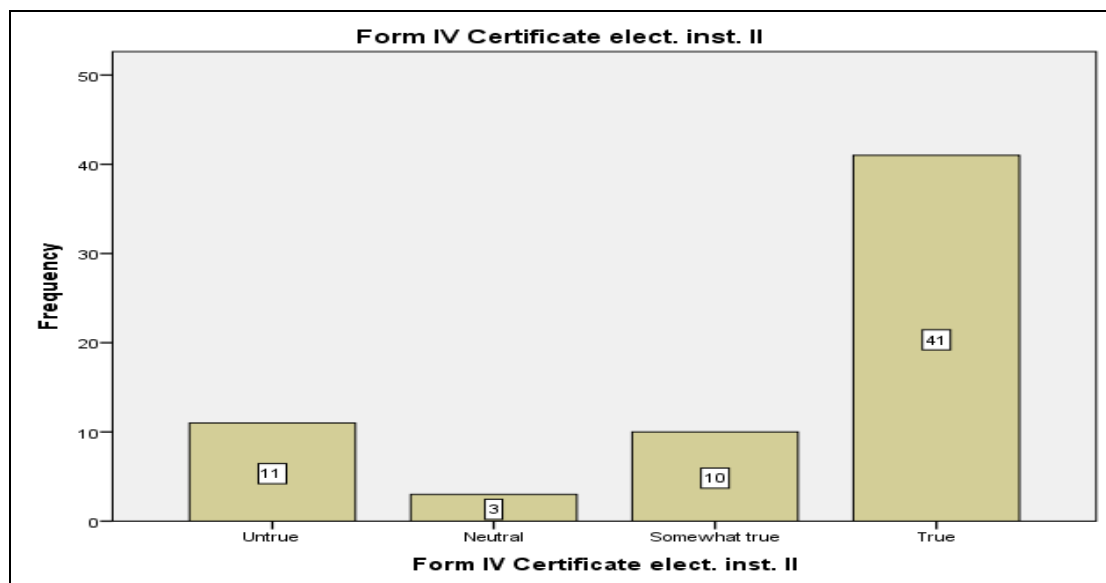


Figure 4.7: Form IV with a certificate in electrical installation grade II

Source: Research data, 2022

Furthermore, new staff possessed other skills known as trade test in automobile engineering, for example, research findings given in Figure 4.9 revealed 37 temporary had skills in automobile engineering. However, a good number of respondents, (21 respondents), showed that they did not have a skill about trade test in automobile engineering, the reason behind could be, they did a different training.

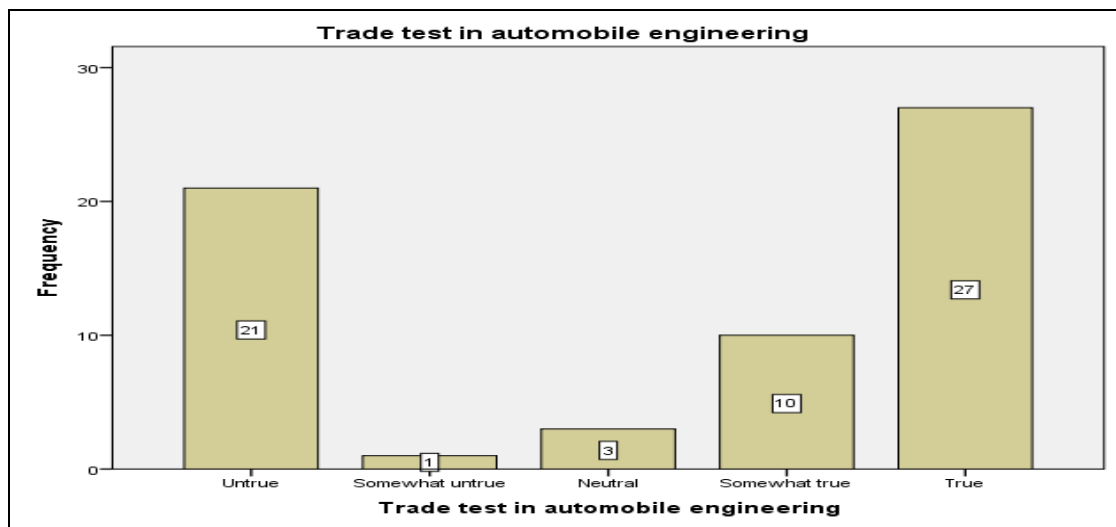


Figure 4.8: Trade test in automobile engineering

Source: Research data, 2022

A different skill possessed by temporary staff was maintenance of compressors. Research findings in Table 4.12, indicated that 37 temporary staffs, who constituted 39.7 percent (n = 91) had skills in the maintenance of air compressors.

Table 4.12: Maintenance of air compressors

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	9	9.9	15.8	15.8
Disagree	6	6.6	10.5	26.3
Neutral	5	5.5	8.8	35.1
Agree	16	17.6	28.1	63.2
Strongly Agree	21	23.1	36.8	100.0
Total	57	62.6	100.0	
Missing 99	34	37.4		
Total	91	100.0		

Source: Research data, 2022

The job experience possessed by the temporary staff is given in Table 4.3, and the majority of respondents were in between 0-10 years' level of experience, that is, research findings revealed 51 temporary staff, who constituted 56.0 percent ($n = 91$) made the majority and the minority were in between 31-40 years' level of experience, these were just 5 temporary staff, who constituted 5.5 percent of all temporary staff.

The respondents as well possessed a variety of knowledge, for example, research findings indicated in Figure 4.10 show that 24 respondents were Form VI with a diploma in marketing. Strange as it may seem, a good number of respondents, 21 of them, were not sure of their skills, possibly they were either IV leavers or above VI leavers with a different knowledge from marketing.

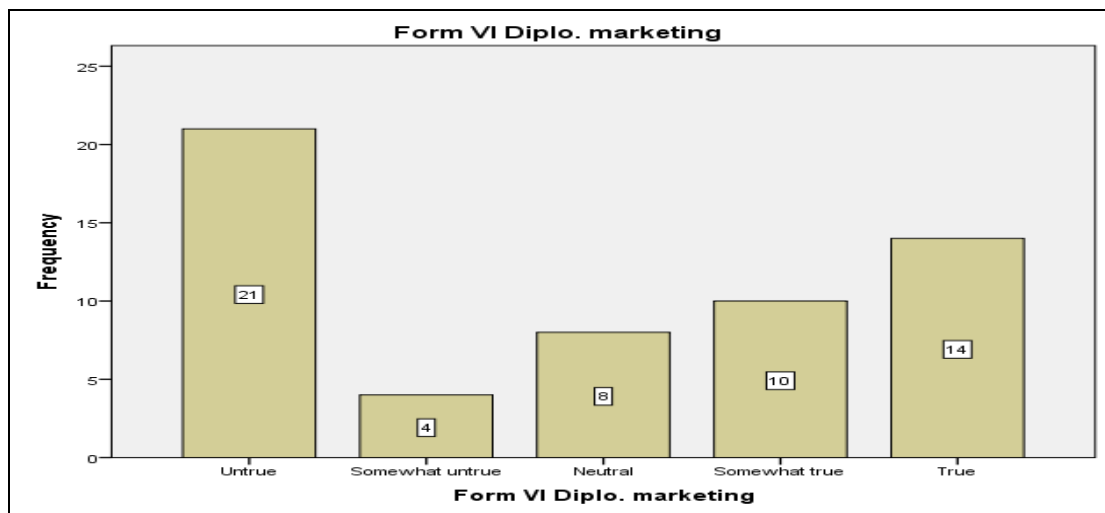


Figure 4.9: Form VI with a diploma in marketing

Source: Research data, 2022

Furthermore, in terms of knowledge, research findings given in Table 4.13 indicated that a reasonable number of respondents which is 24 temporaries, who constituted 26.4 percent ($n = 91$), were Form VI leavers with Diploma in public relations.

Table 4.13: Form VI with Diploma in public relations

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Untrue	21	23.1	36.2	36.2
	Somewhat untrue	3	3.3	5.2	41.4
	Neutral	10	11.0	17.2	58.6
	Somewhat true	8	8.8	13.8	72.4
	True	16	17.6	27.6	100.0
	Total	58	63.7	100.0	
Missing	99	33	36.3		
Total		91	100.0		

Source: Research data, 2022

4.1.5 Tasks Which Were Assigned to Specific Tasks Employees and Their Achievement Rate To Further TANESCO's Performance

The different theme which emerged from the research findings was about various tasks assigned to the temporary staff. This theme attempted to respond to question three which was given in chapter one. Various Research results were given by various respondents involved in the present research.

Foremen at TANESCO-Kishapu branch narrated the subsequent activities that were assigned to the temporary staff:

Excavating holes for fixing of poles; stringing conductors; to do maintenance work; to address all temporary breakdown reported and not reported (emergency work); to connect new customers; to do line patrol during occurrence of fault; to install transformers and earthing; meters' replacement; and all activities related to construction. (Foreman, TANESCO-Kishapu branch)

A different respondent from TANESCO-Shinyanga branch, reported the following activities which were assigned to the temporary staff, the activities were more-less similar to those given by the respondent from TANESCO-Kishapu branch.

New service line connection: drawing material from warehouses; to assemble meter and other accessories; to install leading wires (conductors) to the installed customers' bracket; install pre-paid meters to

the wooden poles; install piercing connectors; commissioning pre-paid meters; educating customers on how to use the installed pre-paid meters effectively. On new project construction: Visual map tracing and line pegging; holes excavation; poles erection and lines installation; line stringing, installing other connections and jumpering ; establishing H-poles, earthing systems and other accessories, transformers installation; line energizing; and project commissioning. (Supervisor, TANESCO-Shinyanga branch).

When the respondent from TANESCO-Shinyanga branch was asked if he were satisfied with what the temporary staff accomplished, his answer was; “yes, I am well satisfied with their performance, this is because the staff are well trained and more competent to execute their duties”. (Respondent, TANESCO-Shinyanga branch).

Another responded, who is the regional manager, mentioned the subsequent activities which were normally assigned to the specific task’s employees: “collection of materials from stores; daily routine servicing lines; maintenance works; planning and design of works; customer service; and customer registration works”. (TANESCO, Regional Manager).

However, when the regional manager was asked his views on the general performance of temporary, he did not recommend many of temporary staff to be employed, because, many used to quit from the job so as to find jobs elsewhere for good pay and job security purposes. This is what he said:

My views regarding to TANESCO using temporary staff is that, it has to hire few temporary and most of staff have to be employed on permanent basis to security and avoid frequent changes of staff as most temporary employees move to other organisations seeking comfortability and job security. You see, as of now, the number of staff is getting low due to most of temporary staff continue leaving by seeking another opportunity outside TANESCO. (TANESCO, Regional Manager)

Another respondent who was an engineer enumerated the following activities performed by temporary staff by saying: “temporary employees have supervised specific task employees in the maintenance of medium low voltage lines” (Engineer, TANESCO-Shinyanga branch). His comment on their rate of performance was, “it was generally good, although they need close supervision; nevertheless, I was satisfied by their performance” (Engineer, TANESCO-Shinyanga branch).

Another responded, a planning engineer who has served in all three places: Shinyanga, Kishapu and Kahama with eight (8) years’ experience made the following response about working with temporary staff:

The temporary employees that I have supervised are technicians and artisans. In terms of what they do, they survey, prepare drawings and the cost for distributing electric network, and they perform very well. The performance level is high because they finish all the task that I give them ...with a small number of mistakes, as a human being, you cannot be correct hundred percent. (Planning Engineer, TANESCO –Shinyanga branch).

Other research about activities performed by the temporary staff and the rate of their performance was given by another engineer, who is also working at TANESCO – Shinyanga branch. This respondent, similar to the planning engineer, was also satisfied by what the temporary staff did in terms of tasks assigned to them. His response was as follows:

The types of temporary employees I have supervised are one technician and one artisan. Activities assigned to them are customers’ inspection, meter re- checking, old meter replacement, all defective meter replacement. With the help of clamp meter, they check performance of energy meters. Also, with visual inspection they inspect the correctness of meters connection. Yes, I am satisfied with their performance as all vandalism on meters infrastructure have been minimised to a larger extent. (Engineer I, TANESCO -Shinyanga branch)

The second engineer, who was also serving at TANESCO -Shinyanga branch, mentioned the categories of temporary staff together with the activities he assigned them. Besides, he rated their performance as satisfactory. The subsequent narrations substantiate the arguments:

...activities assigned include: tracing clearance of transmission line corridors. General performance: According to the contract, the work is divided into the pieces (work peace mode) then negotiation of trace clear cost is made respectively with density of vegetation and distance. Satisfaction level: Yes, because the work performed as per agreement made, in accordance with a contract. (Engineer II, TANESCO - Shinyanga branch).

Research findings from questionnaires administered to temporary staff also revealed various activities which were assigned to temporary staff. For example, research findings given in Figure 4.11 indicate one of activities given to the temporary staff being running of engine and auxiliaries, this task is mentioned by 43 temporary workers.

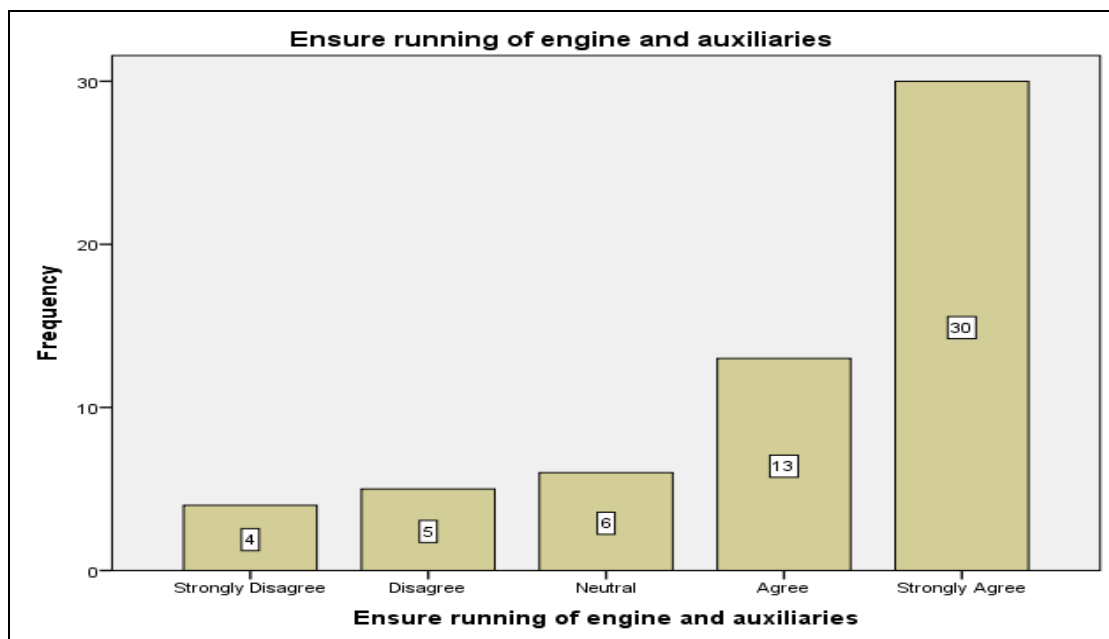


Figure 4.10: Running of engine and auxiliaries

Source: Research data, 2022

A different activity assigned to temporary staff but it was not mentioned by the above workers (regional manager, engineers, supervisors, foremen) was about driving and maintenance of vehicles belonging to TANESCO. Findings given in Figure 4.12 revealed that 42 respondents were involved in driving and maintenance of vehicles.

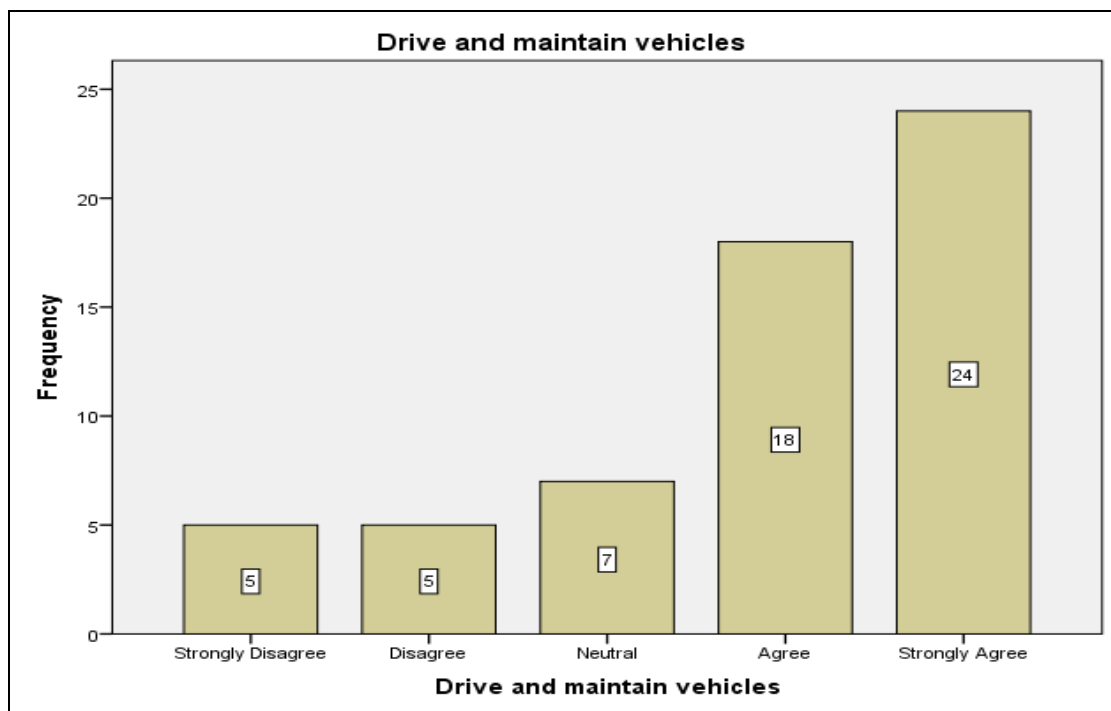


Figure 4.11: Driving and maintenance of vehicles

Source: Research data, 2022

One more activity performed by the temporary staff and was not mentioned by the regional manager, engineers, supervisors, or foremen was about waste analysis testing. Findings indicated in Figure 4.13 show that 40 respondents were involved in waste analysis testing.

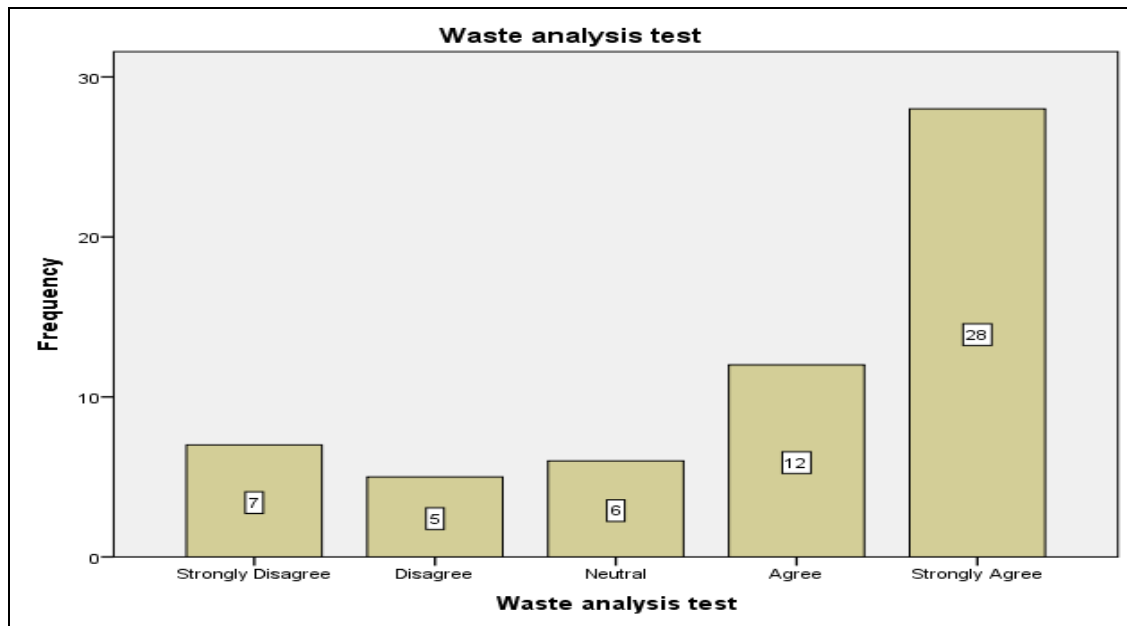


Figure 4.12: Waste analysis testing

Source: Research data, 2022

4.1.6 Evaluation of the Job Performed By Specific Tasks Employees in Furthering TANESCO's Performance

The fourth research question given in chapter one was about the way temporary staff were evaluated, when they performed the work given by TANESCO.

One of the research findings given by the TANESCO Regional Manager revealed that temporary staff got evaluated. The Regional Manager said that the temporary staff were evaluated using the balance score cards, and this was after setting the Key Performance Indicators (KPI) which based on the planned activities within the department(s) she/he was available in.

Furthermore, according to the Human Resource Officer, temporary staff were evaluated basing on tasks they were performing. Their respective departments including: electrical installation, non-technical, or accounts were responsible for conducting evaluation. Additionally, according to the Human Resource Officer, evaluation revealed that, the use of temporary increased productivity and the general performance within the TANESCO.

Research findings from Engineers also revealed that temporary staff were evaluated by using either inspection forms, commissioning forms or evaluation forms. This respondent confirmed that evaluation results had both and negatives. The following narrations substantiate the research findings:

As an engineer, I assess my supervisees through reports and visual inspection of the assigned work. Either inspection forms, commissioning forms or evaluation forms are used. It is true that the supervisee assessment results have both negative and positive impact. Positive impact includes: increase of ownership of daily operations, awareness to staff, customer satisfaction, reduce of customer complaints and assist TANESCO in planning its activities accordingly. (Engineer I, TANESCO-Shinyanga branch).

Engineer II, who has served for eight (8) years at various TANESCO locations in Shinyanga also agreed that he usually assesses the temporary workers. He further revealed that assessment has good impact on organisational performance including providing positive reinforcement to workers. The following are narrations of the respondent:

I do assess my temporary staff in terms of percentage of tasks completed on time, customer feedback, level of creativity, quality of work and being on budget. The impact of assessment result is to determine weak links, provide positive reinforcement for a job well done; increase performance to TANESCO's day-to-day operations as well as salary to employees could be increased. (Engineer II, TANESCO- Shinyanga branch).

Research findings from a foreman in TANESCO- Kishapu also revealed that temporary staff's performance was evaluated through the use of forms and the assessment of the activities was done at the work place, that is, at the site. The subsequent responses substantiate:

I assess my supervisees by giving them the work and see if the work is done as needed, that is, in a good quality and high standard. The forms are used to assess them, and the exercise to visit them at the work place (site) and assess them there is affected. In fact, the impact of assessment is to affect a good work performance, working hard and efficiently on the assigned duties (Foreman, TANESCO- Kishapu branch).

Other research findings on evaluation of the temporary staff came from the supervisor working at TANESCO-Shinyanga branch. He has served within TANESCO for 7 (seven) years. Findings indicated that One Minute Goal (OMG) forms were commonly used to evaluate the staff; the other forms used are called Performance Contract Review forms (Supervisor, TANESCO-Shinyanga branch). This participant, alike to the Foreman from TANESCO- Kishapu branch; Engineer II from TANESCO-Shinyanga branch; Engineer I from TANESCO-Shinyanga branch; and the Human Resource Officer, generally agreed that evaluation of the temporary staff brought positive impact to TANESCO's operations.

One more research finding on evaluation of temporary staffs came from Engineer III, similar to the Foreman from TANESCO- Kishapu branch, he mentioned that assessment is done at place of work/site and he evaluated the work reported by the supervisor(s) physically. Like other respondents, he mentioned that the tools used for evaluation are forms, commonly known as One Minute Goal (OMG) forms. The

process of evaluation is this: “every goal is graded, and the supervisor awards according to how the worker performed the work...and the impact of assessment result is the staff to get increment of salary or is warned by a letter” (Engineer III, TANESCO-Shinyanga branch). He summarised his arguments that through assessment the impact on performance include: “timely accomplishment of company’s goals; and smoothen operation of activities” (Engineer III, TANESCO-Shinyanga branch).

Several research findings were as well obtained from questionnaires administered to respondents who were previous temporary staffs. For example, one question raised was to enquire the tool used to assess temporary staff. Research findings revealed that majority of participants filled in the One Minute Goal (OMG) forms. The findings given in Table 4.14, confirm that 61 participants, who constituted 67.1 percent (n = 91) filled in the One Minute Goal (OMG) forms.

Table 4.14: Filled One Minute (OMG) forms

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	1	1.1	1.6	1.6
	Neutral	1	1.1	1.6	3.2
	Agree	28	30.8	44.4	47.6
	Strongly Agree	33	36.3	52.4	100.0
	Total	63	69.2	100.0	
Missing	99	28	30.8		
Total		91	100.0		

Source: Research data, 2022

These findings substantiate research findings revealed by the Engineer III from TANESCO-Shinyanga branch and the supervisor from TANESCO-Shinyanga branch. Other research findings about evaluation of the temporary were about giving

them feedback. Research findings revealed that majority of temporary staff got evaluation feedback from their supervisors. Findings are given in Table 4.15, whereby 62 participants, who constituted 68.2 percent (n= 91) supported to get feedback from their respective supervisors.

Table 4.15: Feedback from supervisor

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Neutral	2	2.2	3.1	3.1
	Agree	28	30.8	43.8	46.9
	Strongly Agree	34	37.4	53.1	100.0
	Total	64	70.3	100.0	
Missing	99	27	29.7		
Total		91	100.0		

Source: Research data, 2022

Research findings about salary increase due to evaluation of staff are given in Table 4.16. Research results indicated that many staff, that is, 48 participants, who constituted 52.8 percent (n= 91) supported that salary increase was associated with the carried-out assessments. These research findings are alike to what was revealed by Engineers II and III, both from TANESCO-Shinyanga branch.

Table 4.16: Salary increase through assessment

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	3	3.3	4.9	4.9
	Disagree	3	3.3	4.9	9.8
	Neutral	7	7.7	11.5	21.3
	Agree	13	14.3	21.3	42.6
	Strongly Agree	35	38.5	57.4	100.0
	Total	61	67.0	100.0	
Missing	99	30	33.0		
Total		91	100.0		

Source: Research data, 2022

Research findings from questionnaires also showed that a good number of temporary workers were terminated from job after being evaluated as poor workers. Research findings given in Figure 4.14 substantiate that 47 employees agreed to be terminated from job due to being assessed as poor workers. These findings are similar to those shown by Engineer III from TANESCO-Shinyanga branch who said that some poorer performance workers were offered warning letters after being rated as poor performers sometime these workers were terminated.

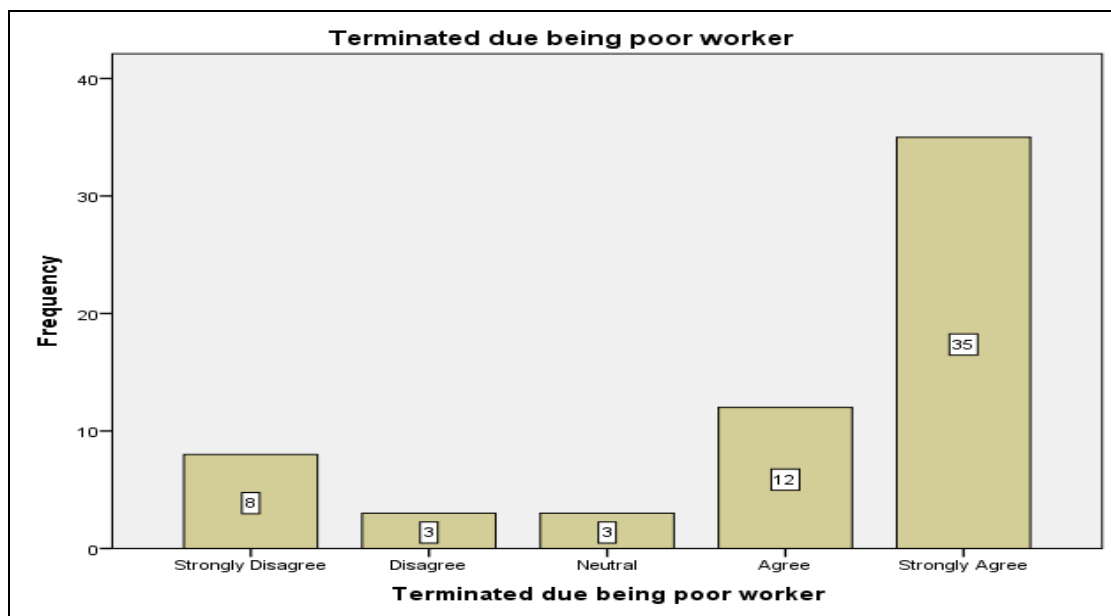


Figure 4.13: Terminated due being a poor worker

Source: Research data, 2022

Research findings from questionnaires further revealed the advantage connected to the assessment of workers, which is a worker is provided with training course(s) after the assessment is done. Research findings shown in Figure 4.15, confirm that 56 temporary staff were offered training at different points in time after assessment. This could be a positive reinforcement mentioned by Engineer II from TANESCO-Shinyanga branch.



Figure 4.14: Sent for training after assessment

Source: Research data, 2022

Strange as it may seem, a good number of workers said that they were not assessed during their time in service; findings are revealed in Table 4.17, whereby 57 temporary staffs, who constituted 62.7 percent (n=91) said that, they were never assessed during their time in service at TANESCO.

Table 4.17: Never assessed at work

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	6	6.6	9.0	9.0
	Disagree	3	3.3	4.5	13.4
	Neutral	1	1.1	1.5	14.9
	Agree	15	16.5	22.4	37.3
	Strongly Agree	42	46.2	62.7	100.0
	Total	67	73.6	100.0	
Missing	99	24	26.4		
Total		91	100.0		

Source: Research data, 2022

4.1.7 Validity and Reliability Analysis

Reliability measures consistency, that is, the research finding(s) provides the same results on two or more occasions and validity measures accuracy, that is, the research finding(s) describe the phenomenon that is intended to describe. The validity and reliability of the research findings are described below.

Reliability of questionnaires: The Likert-type of scales used included 1, 2,3,4,5. The following were not done: First, very few documents were available from TANESCO, therefore, comparing the response from the questionnaires and documents was not done. Second, due to financial limitations, piloting of research questionnaires was not done. Third, due to time constraints and financial limitations direct questioning of respondents to find out if each individual's responses matched with the earlier given answers in the questionnaires was not done. Therefore, it can be concluded that reliability was not realised.

Reliability of interviews: Questions used were unstructured, that is, it was a semi-structured interview and there were follow-ups/probing questions during the interviewing process, thus, response given by each respondent were not exactly the same as the responses of other interviewees. Hence, it can be concluded that reliability was not realised.

Validity of research findings: Analysis looked at both internal validity and external validity. Internal validity refers to "...the extent that research findings accurately represent the phenomenon under investigation" (Bush, 2012).

Internal validity of questionnaires: In many of administered questionnaires, a good number of questions were not answered, this was the essence of having many missing items when the data were put in the SPSS, thus, internal validity of the present research was undermined. However, many respondents returned the questionnaires; this most likely improved the internal validity of the present research findings.

Internal validity of interviews: the most likely source of lack of validity of interviews is biasness (Bush, 2012), but, biasness may be reduced through respondent's validation (Scott & Morrison, 2006), when transcripts and/ or notes from researchers are returned to interviewees for confirmation or alterations. Very unfortunate due to time and financial constraints, the notes/ transcripts were not returned to the interviewees for verification. Thus, the internal validity of the present research findings was most likely undermined.

External validity “relates to the extent that findings may be generalised to the wider population, which the sample represents, or to other similar settings” (Bush, 2012). The research findings of the present research could be used by other areas of TANESCO outside Shinyanga region as these research findings shed much light on the use of temporary staff. Besides, the present findings could be used by organisations aiming to use temporary staff or which are using temporary staff in large amount in their day-to-day operations. Thus, research findings of the present research to large extent confirmed external validity.

CHAPTER FIVE

DISCUSSION OF THE FINDINGS

5.1 Overview

The aim of the present research was to establish the role played by specific tasks employees on organisational performance, looking at TANESCO in Shinyanga region Tanzania. The discussion is put under the subsequent themes: putting specific tasks employees into jobs; knowledge, skills and experiences possessed by specific tasks employees; tasks assigned to specific tasks employees; assessment of jobs done by specific tasks employees; and limitations of the study.

5.2 Putting Specific Tasks Employees Into Jobs

The research findings given under the theme about putting specific tasks employees into jobs revealed that a number of processes were adhered to. Firstly, recruitment process was done, that is, new job opportunities were advertised through a number of media, including newspapers and notice boards. Secondly, research findings revealed that, after the recruitment process, those who applied for jobs were subjected to the selection process, whereby TANESCO carried out interviews, and then selection was done for those who qualified the given interviews. Thirdly, research findings revealed that, those who were selected, were given an orientation course to make them familiar with the job content and context. These research findings are contrary to what was revealed by Sekiete (2019), who found that, sometimes new employees (lower level employee including temporary staff) were not interviewed before being given the job at TANESCO. Also, temporary and contract employees worked for a

long period without being employed permanently. But, it can be said that the research findings of the present research grounds in the Human Capital theory by Mincer (1958) and Theodore Schultz, who carried a number of researches in 1960s and 1970s and concluded that education is the most key factor in labour productivity. This is because, when new employees were subjected to orientation course, they might improve their performance. Additionally, knowledge, experience and level of education were among of the factors considered by TANESCO during the employment process and these are key ingredients of the Human Capital theory.

5.3 Knowledge, Skills and Experiences Possessed By Specific Tasks Employees

Assortment of findings was revealed under these themes: knowledge, skills and experiences possessed by specific tasks employees. First, research findings revealed the subsequent knowledge possessed by temporary staff, namely: electrical engineering, mechanical engineering, welding and fabrication engineering, knowledge in refrigeration and air conditioning, marketing, public relations, and automobile engineering. Secondly, research findings revealed further that the temporary staff had skills in plumbing and fitting of pipes; driving and maintenance of vehicles; waste analysis testing; running of engine and auxiliaries; maintenance of air compressors; maintenance of distribution networks; and electrical installation. Thirdly, findings revealed that the temporary staff had a variety level of years of experience had attained from various places of work outside TANESCO: Majority of respondents were between 0-10 years' level of experience, and some workers were in between 31-40 years' level of experience, whereby the few were above 41 years level of experience.

The diversity of knowledge, skills and experiences possibly assisted then to perform assigned activities effectively and efficiently as well assisted TANESCO to achieve its planned goals as exemplified by their supervisor. For example, one engineer was satisfied with the work done since sabotage on meters infrastructures was to larger extent minimised. Another supervisor also commented that the temporary staff performed work as per agreement. The planning engineer also supported that knowledge, skills, and experiences possessed by the temporary staff facilitated them to perform effectively the assigned tasks and usually completed them with very few mistakes.

The research findings on knowledge, skills and experiences possessed by temporary staff in one way or other grounds in the Human Capital theory, this because, the theory believes that provision of formal education is equated to investment in human capital. This investment in formal education assists the worker(s) to increase his/her productivity. However, the present research findings differ from what was obtained by Wandera (2011), in the research carried out in Kenya, which examined the relationship between labour productivity versus labour contracts. Research findings by Wandera revealed that “short-term employment affected productivity of staff in the organization since a lot of time and effort was used in training new employees...” (Wandera, 2011). The TANESCO regional manager made similar view to that of Wandera as regards to using temporary staff; he preferred the use of permanent staff because the attrition rate of temporary staff was high, consequently, affecting the company’s productivity.

5.4 Tasks Assigned To Specific Tasks Employees

Research question four given in chapter one wanted to establish different tasks which were assigned to temporary staff and the rate at which the completed tasks furthered TANESCO's overall performance. The research findings from interviews administered to the engineers revealed that temporary staff were assigned a variety of tasks namely excavating holes for fixing of poles; stringing conductors; to address all temporary breakdown; to connect new customers; to do line patrol; to install transformers and meters' replacement. According to the supervisors other tasks assigned to temporary staff included: new service line connection, drawing material from warehouses; assembling meters and other accessories; installing leading wires (conductors), pre-paid meters to the wooden poles, piercing connectors, commissioning pre-paid meters; educating customers on how to use the installed pre-paid meters effectively; visual map tracing and line pegging; poles erection and lines installation; line stringing, installing other connections and jumpering; establishing H-poles, earthing systems; driving and maintenance of vehicles; line energizing; and project commissioning.

Findings regarding the temporary staff performance rate indicated that, generally, the tasks were done well, even though for effective and efficient work, the workers needed close supervision. Other supervisors also commented that that the work done was satisfactory. However, the TANESCO manager hesitated about the work done, because the labour turnover among temporary staff was high to the extent that it reduced the number of staff required by the company. The manager's views are similar to what was given by Nollen and Axel (1996), who denoted that, workers

employed in fixed terms reduce costs associated with labour turnover for firms. Nevertheless, other research findings contradict the views given by Nollen and Axel (1996) and the TANESO regional manager. For instance, researches conducted in OECD countries in 2017 revealed an increase in the use of temporary workforce in Europe, Canada, Germany, Luxembourg, the UK, Spain and South Korea. The mentioned reasons include: employers' demand for more flexibility, innovation, reduction in labour costs, and administrative difficulties. Furthermore, Matusik and Hill (1998), Kalleberg, Reynolds, and Marsden (2003), Burgess and Connell (2006) and Mitlacher (2008) earlier as well emphasised that the motive behind the growth in temporary employment was principally induced by various factors such as employers' demand for more flexibility, innovation, reduction in labour costs, and decrease in administrative difficulties.

5.5 Assessment of Jobs Done By Specific Tasks Employees

The researcher lastly wanted to find out how job performance of specific tasks employees was assessed within TANESCO. Data collection from various participants came up with rich results. Research findings from the Regional Manager and the Human Resource Officer confirmed that temporary staff was assessed at different points in time. For instance, the regional manager said that the temporary staff were assessed using the balance score cards, and this was done after setting the Key Performance Indicators (KPI). The indicators based on the planned activities within the Department(s) the workers were available in. Also the research findings from the Human Resource Officer suggested that temporary staff were appraised basing on the tasks assigned to perform.

Furthermore, research findings obtained from engineers as well suggested that temporary staff were evaluated. The tools used were either through reports and visual inspection of the assigned work or by using inspection forms known as One Minute Goal (OMG); and commissioning forms. Other research findings came from an engineer as well, but he was very specific by suggesting that the temporary staff were assessed basing on the percentage of timely completion of the assigned tasks, customer feedback, level of creativity, quality of work and considering the value of money.

Other research findings from the participants further substantiated the exercise of evaluation. One research participant similar to the engineers suggested that she filled in the One Minute Goal (OMG) forms several times. One key question raised was about giving feedback to workers after completing the evaluation, and majority of temporary staff agreed to get feedback after the evaluation was completed.

A different important question raised was the negatives and positives of conducting assessment. Findings suggested that a good number of workers were offered training after assessment. Additionally, a goof number of respondents showed that salary increase was associated with carrying out evaluation. Nevertheless, research findings showed that a good number of temporary workers were terminated from job after being evaluated as poor workers. Also, several poorer performance workers were offered with warning letters. In terms of impact, according to the Human Resource Officer, assessment of the temporary staff revealed the increase of productivity and

the general good performance within TANESCO. Strange as it may seem, a significant number of respondents were not evaluated during their time in service.

These research findings about evaluation of staff and its impact is significant determining the company's performance, competitive advantages and the sustainability of this key service sector within Tanzanian economy.

5.6 Limitations of the Study

The study experienced the following limitations: the subsequent documents were not given to the researcher, these included: previously used job interview questions, previously used aptitude test questions, previously used achievement test questions, orientation (induction) schedules used previously, a schedule of tasks for linesmen/artisans, several filled in One Minute GOAL (OMG) forms for linesmen/artisans, several assessed one minute goal (OMG) forms for linesmen/artisans, and letter(s) of action taken after staff appraisal for linesmen/artisans. The researcher tried to make a several follow-ups but all in vain.

Another major limitation of the present research is that, a number of questions were not answered (ticked) by many participants; this explains why many items in the SPSS were missing.

CHAPTER SIX

CONCLUSIONS AND RECOMMENDATIONS

6.1 Conclusions

In the present study, the researcher investigated the role played by specific tasks employees on organisational performance, taking TANESCO in Shinyanga region Tanzania as a case study. This dissertation initially tried to identify how the temporary staff was put into job. Research findings revealed that job opportunities were advertised through media including newspapers and TANESCO notes boards. Additionally, after job advertisement, applicants were subjected to interviews before being selected as workers. Lastly, new temporary employed staff was given orientation courses to make them familiar and conversant with the job. In general, the new employees who got induction maintained that it improved their daily performance. Moreover, induction made them more secure with the job. Thus, these results verify proper procedures which were needed to be practiced by employers on putting temporary staff at work.

The research also sought after the knowledge, skills and experiences possessed by specific tasks employees. Research findings demonstrated the subsequent knowledge possessed by temporary staff: knowledge in electrical engineering, mechanical engineering, welding and fabrication, knowledge in refrigeration and air conditioning, knowledge in marketing, public relations, and automobile engineering. Moreover, research findings showed that the temporary staff had skills in plumbing and fitting of pipes; driving and maintenance of vehicles; waste analysis testing;

running of engine and auxiliaries; maintenance of air compressors; maintenance of distribution networks; and trade test in automobile engineering. However, research findings revealed that majority of temporary staff were between 0-10 years of experience obtained at different working stations before they were employed at TANESCO. It can be argued that the possessed variety of knowledge, skills and experiences, most likely, assisted the temporary staff to perform the assigned activities accordingly, also helped TANESCO to attain its goals as demonstrated by some of the supervisors. For instance, an engineer, ascertained to be satisfied with the work done because sabotage on meter-infrastructures was to larger extent reduced. The planning engineer also supported that knowledge, skills and experiences possessed by the temporary staff facilitated them to perform successfully the assigned tasks and usually they completed their tasks with small errors. These results substantiate to various firms on merits associated with hiring the right person with right knowledge, skills and experience.

Furthermore, the research findings of the present investigation demonstrated the tasks commonly assigned to specific tasks employees including excavating holes for fixing of poles; addressing all temporary breakdowns; connecting new customers; to do line patrol; installing transformers and meters' replacement. The other tasks included: connecting new service lines, drawing material from warehouses, assembling meters and other accessories, installing wires conductors, pre-paid meters to the wooden poles and piercing connectors, commissioning pre-paid meters, educating customers on how to use the installed pre-paid meters effectively, line pegging, poles erection and lines installation, earthing systems, driving and

maintenance of vehicles, line energizing, and project commissioning. As regard to staff's performance rates, research findings generally demonstrated that tasks were done effectively, although for effective and efficient work, close supervision was needed. However, research findings from the regional manager revealed that, the work done was not more effective because the labour turnover among temporary staff was high. These results suggest that, in a given firm, supervision is necessary, particularly when working with temporary staff so as to ensure high labour productivity.

In the present dissertation, the mode, tools and ways used to assess the temporary staff were also investigated. Research findings generally demonstrated that staff were assessed by various methods including Key Performance Indicators (KPI). Other methods were either through reports and visual inspection of the assigned work or by using inspection forms known as One Minute Goal (OMG) and commissioning forms. The mode of assessment based on the percentage of timely completion of the assigned tasks, customer feedback, level of creativity, quality of work and considering the value of money. Usually, assessment was done at the place of work. These results have positive connotation on firms and how they can evaluate workers. In addition, the findings on workers' assessment added knowledge on the exiting labour theories on various methods that could be used to evaluate temporary staff within service organisations.

Therefore, it can be generally concluded that research findings on the role played by specific tasks employees on enhancing TANESCO's performance in Shinyanga

region Tanzania, clearly suggest that the temporary staff played a significant role as regards to TANESCO's accomplishment of its main goal of producing and distributing electrical power in the country.

6.2 Study Implications

Two types of implications are revealed in the present research, namely theoretical and practical implications.

6.2.1 Theoretical Implications

The present research findings on role played by specific tasks employees on TANESCO's performance add new knowledge to the existing theories about labour productivity as associated with the use of temporary staff. It provides information about the merits and demerits of using specific tasks employees in power generating electrical firms, something which did not exist in the reviewed theories and empirical studies.

6.2.2 Practical Implications

Research findings of the present research might help TANESCO's leadership, the electrical power users, all energy stakeholders, and the government (the majority of shareholders) in general to be informed about the current state of art on the use of temporary staff within TANESCO and the degree to which it is supporting the growth and development of the electrical firm, TANESCO.

6.3 Recommendations

6.3.1 Recommendations for the Practice

The subsequent recommendations may be made to improve the present practice: First, TANESCO to have a proper mix of workers, between the permanent staff and temporary staff in order not to affect the day-to-day organisational performance. Employment of many of permanent workers and few impermanent workers could minimise problems associated with high staff turnover and low production as noted by the regional manager. Secondly, TANESCO needs to be transparent on the assessment exercise of both permanent and impermanent workers, particularly on offering feedback when assessment is completed.

6.3.2 Recommendations for Further Studies

The different research findings about the role played by specific tasks employees on TANESCO's performance outside of Shinyanga region are further needed. The research to be done on tasks performed by both permanent and impermanent workers at TANESCO could enrich the findings and offer more insight on how TANESCO is using its workers to improve its services in the country, the research should use mixed methodology. Secondly, another mixed method research could be carried out comparing the labour productivity between permanent and impermanent staffs within TANESCO in Shinyanga region.

6.3.3 Recommendations for the Theory

The present research findings add knowledge to the existing theories on labour productivity connected with using temporary staff. Nevertheless, broader researches,

particularly on working at home or virtual work, which is the emerging phenomenon at the present, could enrich the existing labour theories. Besides, new labour theories might bring important findings on fighting the big problem facing Tanzania and other countries worldwide regarding youth and /or graduate unemployment.

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APPENDICES

Appendix 1: Work Plan

Activities/Period	2022/2023													
	Month													
	J	A	S	O	N	D	J	F	M	A	M	J	J	A
Completing a research proposal														
Developing tools for data collection														
Correction and submission of final draft of a proposal														
Data collection: interviews, questionnaires & documents														
Data entry, interpretation, and analysis														
Compiling the first draft														
Addressing comments from internal & external supervisors														
Compiling the final draft														
Viva voce /Defence														

Appendix 2: Estimated research budget

Items	Unit	Cost Per unit	Total cost
A. Stationary			
Pen	5	200	1,000/=
Pencil	1	500	500/=
Rubber	1	300	300/=
Correction fluid	1	1,500	1,500/=
Flash disk	1	30, 000	30,000/=
Paper	2 rims of paper	10,000	20,000/=
Note Books	4	1,500	6,000
Subtotal			59,300/=
B. Travelling			
Travelling to participants to distribute questionnaires	30 days	20,000	600,000/=
Administering interviews	20 days	20,000	400,000/=
Meals on Administering interviews/questionnaires	45 days	5, 000	225, 000/=
Photocopying documents	lump sum		100,000/=
Subtotal			1,325,000/=
C. Secretarial services			
Research proposal typing, printing, and binding	28 pages	Lump sum	5,000/=
Research typing, printing, and binding final report	150 pages	Lump sum	200,000/=
Photocopying of questionnaires	380 pages	Lump sum	30,000/=
Subtotal			235,000/=
D. Communication services		Lump sum	50,000/=
Subtotal			50,000/=
E. Miscellaneous expense		100,000/=	100,000/=
Subtotal			100,000/=
GRAND TOTAL			1,769,300/=

Appendix 3: Research Tools

Interview Guide for TANESCO's Regional and District Managers

1. Please mention the place where your office is found. For how long have you been at this office location as a manager? Have you ever served as manager outside of Shinyanga region?
2. What type of employees do you normally target to serve within TANESCO on temporary terms? Please can you share with me the employment process for these temporary staff to serve within TANESCO?
3. What knowledge, skills and experiences do you look for when you plan to employ temporary staff within TANESCO?
4. Please can you mention the common tasks usually assigned to specific tasks employees? For the time you have been using the temporary staff, can you explain briefly their contribution within TANESCO? Can you go without temporary staff? Why or why not?
5. What methods do you use to assess the labour productivity of your temporary staff? To what degree are you satisfied with their performance within TANESCO?
6. What is your general view about TANESCO using temporary staff as regards to the overall organisation performance?

Appendix 4: Interview Guide for Engineers, Supervisors, And Foremen

1. Please mention the location (*Shinyanga, Kahama or Kishapu*) of your office. What is your position and for how long have you been serving TANESCO within the mentioned position?
2. As an engineer, please mention the type of temporary employees you have ever supervised? What activities were assigned to them? Explain how did they perform those activities in general? Were you satisfied with their level of performance? If yes why? If No why?
3. As a supervisor, please mention the type of temporary employees you have ever supervised? What activities were assigned to them? Explain briefly how did they perform those activities in general? Were you satisfied with their level of performance? If yes why? If No why?
4. As a foreman, please mention the type of temporary employees you have ever supervised? What activities did they normally perform? Explain briefly how did they perform those activities in general? Were you satisfied with their level of performance? If yes why? If No why?
5. Please as an engineer/supervisor/foreman; explain how do you assess your supervisees? Which forms do you use to assess them? What impact do the assessment results have on the supervisee? What impact do the assessment results have on TANESCO's day to day operations?

Appendix 5: Questionnaires for Specific Task Employees

Location

Shinyanga MunicipalityKahama..... Kishapu.....

SECTION A: Bio-Data Information (tick V one box)

1. Gender

Male	Female

2. Age

20 -30	31 – 40	41 - 50	51 - 60

3. Level of Education

Certificate	Diploma	Degree	Others (specify)

4. Work experience

0 - 10	11 - 20	21 - 30	31 - 40	41+

5. Category of an employee (Tick V one box)

Electrical Engineer/ Technician	Mechanical Engineer/ Technician	Industrial Laboratory Technician	Welding & Fabrication engineer/ Technician	refrigeration and air conditioning engineer/technician	Artisan Plumber	Automobile Engineer/ technician

Stores assistant	Stores attendant	customer care representative (Call agent)	Automobile Mechanics engineers/ Technician	Driver	Artisan systems operator	Artisan	customer service officer

SECTION B: Employing Specific Tasks Staff

Please indicate the most appropriate response that reflects on how as a specific task force employee, you were **put into the job** by putting a tick (V) against the choice that fits your opinion. The response options range from:

1 = Strongly Disagree; 2 = Disagree; 3 = Neutral; 4 = Agree; 5 = Strongly Agree

Expressions		1	2	3	4	5
S/N	Items	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
	RECRUITMENT					
1	I saw a job advertisement from TANESCO on newspaper.					
2	I saw a job advertisement from TANESCO on TV.					
3	I saw a job advertisement from TANESCO on the internet.					
4	I heard job advertisement from TANESCO through local radio.					
5	I got information about the job at TANESCO's at their notice board.					
	SELECTION					
6	I was called for interview at TANESCO before I got a job at TANESCO.					
7	I was given an aptitude test at TANESCO to assess my capability before I got a job at TANESCO.					
8	I was given an achievement test at TANESCO to assess my earlier professional experience before I got a job at TANESCO.					
	ORIENTATION					
9	I was given an orientation (induction) course when I got a job at TANESCO.					
10	The orientation I was given by TANESCO enabled me to fit in effectively into the new position.					
11	The orientation I was given by TANESCO enhanced my work performance.					
12	The orientation I was given by TANESCO helped me to feel secure in the new position.					
13	The orientation I was given by TANESCO helped me to be conversant with my responsibilities.					

SECTION C1: Knowledge and Skills Possessed by Specific Tasks Staff

Please indicate the most appropriate knowledge and skills possessed by you as a specific tasks employee and how it assisted you meeting your job performance by **putting a tick (V)** against the choice that fits your opinion. The response options range from:

1= Untrue; 2 = somewhat untrue; 3 = neutral; 4 = somewhat true; 5 = True

Expressions		1	2	3	4	5
S/N	Items	Untrue	Somewhat untrue	neutral	Somewhat true	True
1	I am a Form IV with an Ordinary Diploma in Electrical Engineering.					
2	I am a Form VI with an Ordinary Diploma in Electrical Engineering.					
3	I am a Form IV with a Certificate in Electrical installation level II.					
4	I am Form IV with Certificate in Electrical installation level III.					
5	I am a Form IV with an Ordinary Diploma in Mechanical Engineering.					
6	I am a Form VI with an Ordinary Diploma in Mechanical Engineering.					
7	I am a Form IV with an Ordinary Diploma in Industrial Laboratory Technology.					
8	I am a Form VI with an Ordinary Diploma in Industrial Laboratory Technology.					
9	I am a Form IV with a Certificate level II in Welding & Fabrication.					
10	I am a Form IV with a Certificate level III in Welding & Fabrication.					
11	I am a Form IV with a Certificate in refrigeration and air conditioning level II.					
12	I am a Form IV with a Certificate in refrigeration and air conditioning III.					
13	I am a Form VI with a Certificate in refrigeration and air conditioning level II.					
14	I am a Form VI with a Certificate in refrigeration and air conditioning level III.					
15	I am a Form IV with a Certificate level II in plumbing.					
16	I am a Form IV with a Certificate level III in plumbing.					
17	I have a Trade Test in Automobile Engineering.					
18	I have Trade Test in Automobile Mechanics.					
19	I am a Form IV with an Ordinary Diploma in Material and Logistic Management.					
20	I am a Form VI with an Ordinary Diploma in Material and Logistic Management.					
21	I am a Form IV with an Ordinary Diploma in Procurement.					
22	I am Form VI with an Ordinary Diploma in procurement.					
23	I am a Form VI with a Diploma in Marketing.					

Expressions		1	2	3	4	5
S/N	Items	Untrue	Somewhat untrue	neutral	Somewhat true	True
24	I am a Form VI with a Diploma in Business. Administration (majoring Marketing).					
25	I am a Form VI with a Diploma in Public Relations					
26	I am computer literate.					
27	I have a driving license class C.					
28	I have a driving license class C1.					
29	I have a driving license class C2.					
30	I have a driving license class D					
31	I have a driving license class E.					

SECTION D: Tasks Assigned to Specific Tasks Staff

Please indicate the tasks which were assigned to you as specific tasks employee by **putting a tick (V)** against the choice that fits your opinion. The response options range from:

1= Strongly Disagree; 2= Disagree; 3= Neutral; 4 = Agree; 5 = Strongly Agree

Expressions		1	2	3	4	5
S/N	Items	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	My task was construction of distribution networks.					
2	My task was maintenance of distribution networks.					
3	My task was to inspect customer's installations to ensure standards set for safety and qualities of installations are met.					
4	My task was to inspect customer's installations to ensure security of supply is guaranteed.					
5	My task was to assist my supervisor (engineer) in preparing short & long terms plans for construction schedules for expansion of distribution network to increase the pace of electrification.					
6	My task was to assist supervisor (engineer) in preparing short & long term plans for maintenance schedules for expansion of distribution network to increase the pace of electrification.					
7	My task was to monitor load growth on secondary sub-station through periodic measurement to ensure that distribution lines and equipment's are not overloaded.					
8	My task was to conduct routine inspection of					

Expressions		1	2	3	4	5
S/N	Items	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
	distribution lines to ensure continuity of supply of electricity to customers is maintained.					
9	My task was to perform preventative and corrective maintenance to ensure continuity of supply of electricity to customers is maintained.					
10	My task was to record periodic electrical testing and recommend modification or replacement of equipment which fails to meet acceptable operating standards.					
11	My task was to ensure safety of staff at all times and make sure that risk assessment is conducted before carrying out any work as per standing TANESCO safety provisions.					
12	My task was to ensure safety of equipment at all times and make sure that risk assessment is conducted before carrying out any work as per standing TANESCO safety provisions.					
13	My responsibility was to maintain plant power house cleanliness at all times on daily basis and assist in the repair and maintenance of plumbing works in the station.					
14	My responsibility was to carry out plumbing works and repairs for piping systems in electric generating equipment, plant buildings, water treatment plant, heat recovery steam generators (HRSG) and other balancing of plant (BOP) equipment.					
15	My task was to manage waste containers in good conditions as per instructions given for overall waste management at the collecting points.					
16	My task was excavating holes for poles erection to ensure they excavated according to the company standards and measurements.					
17	My task was to ensure efficient running of engines and the auxiliaries.					
18	My responsibility was to perform daily waste water analysis test at the waste water treatment plant.					
19	My responsibility was to perform all welding works.					
20	My responsibility was carrying out maintenance of air compressors, instrumentation of air driers refrigerators, and air conditions to support power generation activities at the plant.					
21	My responsibility was to drive and maintain the company vehicles in skilled, safety and courteous Manner also to keep motor vehicle records and incidences.					

Expressions		1	2	3	4	5
S/N	Items	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
22	I was responsible for procurement, receiving, issuing and recording/storage of materials in the regional store to ensure store balance is maintained at all times.					
23	I was responsible for proper arrangement of store items, loading and offloading store items to ensure smooth operations of the store.					
24	I was responsible for receiving calls from customers and relay information to the recipient staff clearly, and timely.					
25	I was responsible to ensure consistent customer service is delivered to every customer and support the implementation of customer service strategies.					

SECTION E: Appraisal of Job Performed by Specific Job Employee(S)

Please indicate how your job as a specific job employee was assessed by your employer by putting **a tick (V)** against the choice that fits your opinion. The response options range from:

1= Strongly Disagree; 2=Disagree 3= Neutral; 4 = Agree; 5 = Strongly Agree

Expressions		1	2	3	4	5
S/N	Items	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	I used to fill in One Minute Goal (OMG) form by enumerating tasks I expected to perform at the beginning of the year as an employee of TANESCO.					
2	I was once ranked as a poor worker.					
3	I was once ranked as a below average worker.					
4	I was once ranked as an average worker.					
5	I was once ranked as an above average worker.					
6	I was once ranked as exceptional worker.					
7	My supervisor gave me feedback about my work performance after carrying out assessment of all staff within our Department.					
8	At TANESCO an employee salary/wage is increased after he/she has been assessed by the employer through a One Minute Goal (OMG) form.					
9	Good worker's performance is associated with pay					

Expressions		1	2	3	4	5
S/N	Items	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
	increase at TANESCO.					
10	I went sent for training by TANESCO after assessment results to improve my work performance.					
11	I was terminated from work by TANESCO after I was assessed as poor worker in terms of job performance.					
12	My work performance was never assessed for entire period I served at TANESCO.					

Appendix 6: Documentary Schedule

Document	Obtained/not obtained
Previously used job advertisements	
Previously used interview questions	
Previously used aptitude test questions	
Previously used achievement test questions	
orientation (induction) used previously	
Offer letter(s) to linesmen/artisans	
A schedule of tasks for linesmen/artisans	
Several filled in One Minute Goal (OMG) forms for linesmen/artisans	
Several assessed One Minute Goal (OMG) forms for linesmen/artisans	
Letter(s) of action taken after staff appraisal for linesmen/artisans	

Appendix 7: Ethical Documents



Ref. No OUT/ PG2017997494

20th October, 2022

Regional Administrative Secretary,
Shinyanga Region,
P.O Box 320,
SHINYANGA.

Dear Regional Administrative Secretary,

**RE: RESEARCH CLEARANCE FOR MR IBRAHIM KIYUNGI, REG NO:
PG2017997494**

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.

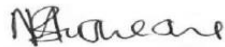
3. To facilitate and to simplify research process therefore, the act empowers the Vice Chancellor of the Open University of Tanzania to issue research clearance, on behalf of the Government of Tanzania and Tanzania Commission for Science and Technology, to both its staff and students who are doing research in Tanzania. With this brief background, the purpose of this letter is to introduce to you **Mr. Ibrahim Kiyungi, Reg. No: PG2017997494** pursuing **Master in Project Management (MPM)**. We here by grant this clearance to conduct a research titled **“The Role Played by Specific Tasks Employees on Organizational Performance: A Case of Tanesco in Shinyanga**

Region Tanzania". He will collect his data at Tanesco Office in Shinyanga Region from 21st October to 21st November, 2022.

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**

JAMHURI YA MUUNGANO WA TANZANIA
OFISI YA RAIS
TAWALA ZA MIKOA NA SERIKALI ZA MITAA

Simu Na: +255 (028) 2762222
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 BaruaPepe: ras.shinyanga@tamisemi.go.tz
 Tovuti: <http://www.shinyanga.go.tz>



Ofisi ya Mkuu wa Mkoa,
 04 Mtaa wa Boma,
 S.L.P. 320,
 37180 Shinyanga,
 Tanzania.

Unapojibutafadhalitaja:

Kumb. Na. AB.271/290/01R/59

01 Novemba, 2022

Meneja (M),
 TANESCO,
 Shinyanga.

Yah: KIBALI CHA KUFANYA UTAFITI

Tafadhali husika somo tajwa hapo juu.

2. Ofisi ya Mkuu wa Mkoa wa Shinyanga imepokea barua yenye Kumb. Na. OUT/PG2017997494 ya tarehe 20 Oktoba, 2022 kutoka Chuo Kikuu Huria cha Tanzania ambayo ambayo imemuomba kibali cha utafiti Ndugu Ibrahim Kiyungi ambaye ni mwanafunzi katika chuo hicho.

3. Ofisi hii imeridhia kufanyika kwa utafiti unaohusu "*The role Played by Specific Tasks Employees on Organizational Performance: A case of TANESCO in Shinyanga Region*", hivyo naomba umruhusu kufanya utafiti huo katika taasisi yako kwa kipindi cha mwezi Novemba. Takwimu zinazokusanywa kutokana na utafiti huu ni kwa ajili ya matumizi ya kitaaluma tu na iwapo zitatakiwa kuchapwa na kusambazwa kibali kutoka Mamlaka husika kitapaswa kuombwa.

Nashukuru kwa ushirikiano wako.

Chillah Mosses

K.n.y: KATIBU TAWALA MKOA (SHINYANGA)

Nakala: Katibu Tawala Wilaya (Shinyanga)

Ndugu Ibrahim Kiyungi

