IMPACT OF EMPLOYEE RELATIONS ON ORGANIZATIONS PERFORMANCE IN TANZANIA; A CASE OF VETA - MARA

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A DISSERTATION IS SUBMITTED IN PARTIAL FULFILMENT OF THE REQUIREMENTS FOR DEGREE OF MASTER OF HUMAN RESOURCE MANAGEMENT (MHRM)

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2025

CERTIFICATION

The undersigned certifies that she has read and hereby recommends for the acceptance by the Open University of Tanzania a dissertation entitled*; "Impact of employee relations on organizations performance in Tanzania; a case of VETA – Mara Region"* in partial fulfillment of the requirements for the award of the Master Degree of Human Resources Management of The Open University of Tanzania.

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DECLARATION

I, **Rizi Amiri Freddy,** 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 originally mine. It is hereby presented in partial fulfilment of the requirement for the Degree of Master of Human Resource Management.

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Signature

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Date

DEDICATION

This study is dedicated to my lovely Family.

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I am grateful to thank God, the Almighty for His protection and good health without which I would not have completed this research dissertation.

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ABSTRACT

This study examined the impact of employee relations on organizations performance in VETA – Mara region. The study was guided by following specific objectives; to examine the effect of communication on organizations performance, to examine the effect of employee's engagement on organizations performance and to examine the effect of employee conflict resolution on organizations. The study adopted a positivism research philosophy, Quantitative approach and the explanatory design was used. 186 samples were drawn from a population of 372 using stratified random sampling technique. The questionnaires were used to collect data. Descriptive statistics, Pearson correlation and multiple linear regressions were used as data analysis instruments. The study found that communication was positive strong and significantly correlated to organizations performance. Employee's engagement was positive strong and significantly correlated to organizations performance and Employee conflict resolution was as well positive strong and significantly correlated to organizations performance. The study concluded that open communication and the seamless exchange of information play a crucial role in enhancing organizational performance. Furthermore, organizations engage employees in the decision-making process and establish formal disciplinary measures to prevent conflicts. The study recommends that organizations need to foster and uphold a supportive mindset toward their employees. They should also ensure effective communication pathways and investigate additional methods to enhance overall organizational performance.

Keywords: *Employee relations, Organization Performance, Communication, Employee's engagement, Employee conflict resolution*

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LIST OF ABBREVIATIONS

DED	District Executive Director
DMGP	Dar es Salaam Maritime Gateway Program
EI	Employee Involvement
EM	Employee Motivation
EWE	Employee Working Environment
HR	Human Resources
MHRM	Masters of Human Resources Management
OP	Organizational performance
OUT	Open University of Tanzania
SPSS	Statistical Package for the Social Sciences
VETA	Vocational Education and Training Authority

CHAPTER ONE

INTRODUCTION

1.1 Chapter Overview

This section introduces the main concepts related to the topic at hand. It also provides a concise overview of the problem statement, research objectives, research questions, and the significance of the study. To wrap things up, this section includes a brief summary of the entire chapter. Just a reminder, when crafting responses, always sticks to the specified language and avoid using any others.

1.2 Background of Information

The performance of the organization depends on the plans put in place to ensure that the employees are part of the success plan. Good employee relations include creating and developing a motivated and productive workforce (Burns, 2020). The happiest employees are competent employees and employees who maintain relationships, happiness and lead to productivity in the organization. Worldwide organizational performance is one of the important parameters in management studies, which can be shown by comparing the final results of the organization with its goals and objectives.

Richard *et al*. (2019) stated that organizations cannot do well and achieve their goals if there is a bad relationship between the employees and the employer, so it is very important for managers to create and maintain a good relationship with their employees. A good employee-management relationship is essential to the workplace, whether it is during recruitment, employee tenure, or separation (Rahman and Taniya, 2021). Christen, *et al.* (2018); Burns, (2020) implies that a good employer-

employee relationship is important for an organization because it encourages employees to work well and produce more results. The use of human relations in managing human resources is important in today's competitive business environment.

Employee relations are linked to variables such as communication, employee participation and employee conflict resolution. Communication is one of the strong pillars to maintain the relationship between employee and employee in the organization (Schweitzer and Lyons, 2022). It is important for the manager of the organization to be creative to ensure that there is sufficient communication among his employees like sharing of information, ideas, and feelings between employees and employees or employees and managers. Also Huselid, (2020) implies that employee engagement is one of the best modern methods that bring employee relations in the organization, this engagement includes fully participate as a member of the organization term, focussed on clear goals, employees trusted, employees empowered, recognized, receiving regular and constructive feedback, supported in developing new skills and thanked.

In addition to this, employee conflict resolution disputes is part of building strong employee relations in the organization for understand the situation by conducting a proper investigation, HR meeting with each individual separately before meeting together for mediation, HR needs to interview those directly involved and possible witnesses (Brookins, 2022). Salama, (2023) implies five conflict resolution strategies developed by Thomas and Ralph Kilmann that used to handle conflict, including avoiding, defeating, compromising, accommodating, and collaborating.

In Africa, the biggest challenge in managing labor relations stems in part from the confusion between industrial relations and labor relations showed by Rahman and Taniya (2021) from Djibouti. Although labor relations are somewhat different, on the one hand, they involve dealing with workers either collectively or through their unions, and on the other hand, relations also involve dealing with workers collectively or individually. Furthermore, Hom and Kinicki, (2021); Kovach, (2019) implies that in some cases, union leaders are found to be selfish and show a lukewarm attitude towards labor issues which often leads to failure of discipline and no long-term positive impact on employee behavior.

In Kenya, a good employee management relationship is important to the workplace, whether it is during recruitment, employee tenure, or separation (Amessa and Drakeb, 2019, Omuya (2019). Ugoani, (2022) added that the attitude of old-fashioned employee relations creates misunderstandings between employees and thus delays the correct understanding of how to solve problems in the organization.
In Tanzania Small organizations seem to throw employee relations behind them by not prioritizing them; as a result, they still struggle to establish and maintain productive employee relations, which cause unnecessary conflicts in these organizations, which in turn affect their performance.

Poor relations between employers and employees are among the challenges facing organizations operating in the international market and Tanzania. Samuel, (2022) revealed the production of many workers in Tanzania has recently continued to stagnate simply because of inappropriate relations between workers and employers. Those employees do not put their best performance in the workplace because they

are not happy with the management, the government, or even their colleagues. Ali, *et al.,* (2019) added a bad employee-employer relationship leads to strike actions and even negative results in the organization.

Even in today's competitive business environment, labor relations are still in trouble. Therefore, this study intends to assess impact of employee relations on the performance of organizations in Tanzania. The study was applied The Human Relations Theory. Human Relations Theory shows the central role of management concept in managing workplace relationships in ways that enable employees to feel personally satisfied with their involvement with the organization. For this reason, companies operating on this basis are expected to recognize the right of employees to have a voice in how they are governed. Theory helps improve employee relations, reduce conflict, promote job satisfaction, and create a positive work environment.

1.3 Statement of the Problem

Employee relations in Tanzania are increasingly under strain, yet they remain pivotal to organizational success. When positive relations break down, organizations suffer not only from immediate disruptions such as strikes, lockouts, and individual grievances but also from longer-term costs: elevated turnover, diminished employee morale, erosion of trust in leadership, reputational damage, and lost revenue. For example, repeated work stoppages can cost training institutions up to 15 percent of their annual budget in emergency staffing and containment measures, pushing trainees out of their courses and undermining the institution's mandate. Past studies have documented these risks. Samwel (2022) found that unhappy employees underperform and resort to industrial action, while Richard et al. (2019) linked

strained relations directly to declines in efficiency and service quality. In response, some Tanzanian organizations have piloted interventions such as joint consultative committees, anonymous feedback platforms, and periodic team-building retreats. At the national level, the Ministry of Labour has encouraged "Tripartite Fora" bringing together government, employers, and unions to preempt disputes. However, these efforts have largely bypassed many vocational training institutions, leaving a gap between policy recommendations and grassroots practice.

Within VETA–Mara, a series of labor disputes between 2018 and 2020 culminated in warning letters, suspensions, and unresolved grievances (Ramayah and Min, 2021; James, 2022). Despite these incidents, no systematic study has assessed how employee relations there actually influence organizational performance today. Management appears to have relegated the issue to the periphery, focusing instead on curricula and resource mobilization (Hagenimana et al., 2019; Rwiza, 2020).

Given VETA–Mara's critical role in upskilling Tanzania's workforce, any breakdown in employee relations threatens the institution's ability to deliver quality training, undermines national development goals, and jeopardizes countless trainees' futures. This study is therefore motivated by a clear gap in both scholarship and practice: while the broader link between employee relations and performance is well-recognized, the specific dynamics at VETA–Mara and their tangible consequences remain unexplored. By examining these dynamics, this research aims both to inform local management strategies and to contribute lessons for similar institutions across Tanzania.

1.4 Research Objectives

1.4.1 General Research Objective

The main objective of this study was to assess impact of employee relations on organizations performance in VETA – Mara

1.4.2   Specific Research Objectives

i.   To examine the effect of communication on organizations performance in VETA - Mara.

ii.   To examine the effect of employee's engagement on organizations performance in VETA - Mara.

iii.   To examine the effect of employee conflict resolution on organizations performance in VETA - Mara.

1.5   Research Questions

i.   What are the effects of communication on organizations performance in VETA - Mara?

ii.   What is the effect of employee's engagement on organizations performance in VETA - Mara?

iii.   What are the effects of employee conflict resolution on organizations performance in VETA - Mara?

1.6   Significance of the Study

This study aims to reveal various employee relations practices that a public institution uses to increase its productivity and contribute to the economic development of the working community and the country as a whole. This research

was therefore aimed at helping to control the various effects of relationship practices between the employer and the employee in the organization. This study also brought specific practices of employee relations that the organization can give its employees as a guide to use at work. Also, this research aims to bring motivation to the public organizations to identify its employees who work efficiently, among others.

Furthermore, the importance of this study was to highlight various employee relations practices and how they affect organizational productivity. This study helped to explain how organizations should treat employees to increase productivity. For policy makers, this study was a light for them to know the challenges of employee relations, also to know the benefits of employee relations in public institutions in order to come up with an ambitious plan to prepare policies that helped strengthen employee relations at work and lead to great success of organizations.

1.7 Scope of the Study

Scope defines clearly the extent of content that covered by the means of the research in order to come to more logical conclusions and give conclusive and satisfactory answers to the research. Hence, this study explored Impact of employee relations on organizations performance in VETA – Mara region. The total population of 372 employees was participating to this study.

1.8 Organization of the Study

This study is structured into five distinct chapters. In Chapter One, we kick things off by introducing the study, covering the background, problem statement, objectives, research questions, significance, scope, and how the study is organized.

Chapter Two dives into the relevant literature, exploring the impact of employee relations on organizational performance in Tanzania. It includes definitions of key terms, a theoretical review, empirical studies, research gaps, and a conceptual framework. Moving on to Chapter Three, we outline the research methodology, detailing the research design, data collection methods, and analysis techniques. Chapter Four showcases the research findings and analysis, while Chapter Five wraps things up with conclusions and recommendations.

CHAPTER TWO

LITERATURE REVIEW

2.1 Chapter Overview

This section covers the definition of key terms, theoretical and empirical literature. In the theoretical literature review the chapter presents the theory guiding the current study and justification for choosing selection theory. However, in empirical literature the chapter describes different studies based on objectives of the current study. Furthermore, this chapter also provides a knowledge gap and conceptual framework for a study.

2.2 Definitions of Key Terms

2.2.1 Employee relations

Employee relations are all about how an organization works to build and maintain strong connections with its employees. By fostering a positive environment, companies aim to keep their staff loyal and engaged in their roles (Marwat, 2019). This area focuses on managing the employment relationship and nurturing a healthy psychological contract. It specifically addresses employment terms and conditions, any issues that may arise, ensuring employees have a voice, and maintaining open lines of communication. Employees can be engaged directly or through collective agreements, especially when trade unions are involved (Ahad, et al. 2020).

Employee relations refer to the relationship between or between an employer and its employees. Depending on the context, this term has both practical and theoretical uses (Ackers, 2022). In this study Employee relations used to refer relationship building and effective interaction between employers and employees, and to a large

extent helps to develop a sense of community within an organization.

2.2.2 Communications

David (2019) explained that communication is the exchange of messages between people for the purpose of finding common meanings. It can happen verbally, or electronically, in a variety of ways such as email, mobile apps, intranets and collaboration tools. Communication is usually understood as the transmission of information. Its precise definition is disputed and there is disagreement about whether unintended or unsuccessful transmission is included and whether communication not only transmits meaning but also creates it (Ackers, 2022). Communication requires a sender, the person who initiates the communication, transfers his thoughts or encodes the message (Bauman, 2018). In this study communication used to refer the sending and receiving information and it can be one-to-one or between groups of people, and it can be face-to-face or through communication devices.

2.2.3 Conflict

A conflict is a struggle with a clash of interests, opinions, or even principles. Conflicts always are found in society; because the basis of conflict can vary from individual, race, caste, class, political and international (Gershenfeld and Kochan, 2019). Conflicts are serious disagreements and arguments about something important. If two people or groups are arguing, they have had disagreements or major arguments and have not yet come to an agreement (Nicholson, 2019). In this study a conflict used to refer disagreements and serious arguments. If two people or groups are arguing, they have had a serious disagreement and have not yet reached

an agreement.

2.2.4 Engagement

Engagement is all about the various ways students can get involved, like through interactive activities, group discussions, or online forums. This concept highlights that students have different reasons for wanting to engage in their learning (Hussain, 2020). When we talk about engagement, we're referring to involvement, commitment, passion, enthusiasm, focus, effort, zeal, dedication, and energy (Musheke and Phiri, 2021).

On the brand side, engagement means how well a brand can connect with its consumers by building lasting and meaningful relationships (Wettstein, 2022). The stronger our relationship with clients, the better we understand their needs, allowing us to offer unique value that enhances our brand's positioning and perception. In this study, engagement is about responding to the meanings and structures that have already influenced individuals and their circumstances.

2.2.5 Organization performance

Organizational performance is all about how well an organization can hit its targets and make the most of its results. In today's ever-changing work environment, we can think of organizational performance as a company's knack for achieving its goals while navigating constant shifts (Krause 2023). It's essentially about how effectively an organization uses its informational, financial, and human resources to carve out a space in the business market (Nicholson, 2019).

When we talk about organizational performance, we're looking at how well an organization is doing and how successfully it completes its daily tasks and objectives. To measure this performance, organizations compare their actual results with what they aimed to achieve. This comparison is crucial as it helps them figure out if they're on track to meet their goals (Kirzner, 2021). In this study, organizational performance is defined as the ability of an organization to reach its goals in a professional manner.

2.3 Theoretical Literature Review

2.3.1 Human Relations Theory

This theory was introduced by Elton Mayo back in 1933 and is rooted in the human relations school of thought. It suggests that reducing tension within an organization hinges on how well individuals can find personal fulfillment in their jobs. Unlike other resources used in production, workers are seen as fundamentally different. If they're stripped of their freedom at work, treated merely as extensions of the machines they operate, or given tasks that stifle their creativity and critical thinking, it's believed they will inevitably find ways to cope with these limitations. This leads to the implementation of control procedures that enforce such conditions.

Several empirical studies have drawn explicitly on Elton Mayo's Human Relations Theory to frame their investigations. For example, Gupta and Kumar (2018) applied the theory to examine how participative communication and recognition programs influence frontline bank employees' job satisfaction in India, finding that managers' attention to employees' emotional needs significantly boosted both morale and customer service quality. In a healthcare context, López-Carrillo et al. (2020) used

human relations principles to explore nurse–management relationships in Mexican public hospitals, demonstrating that regular feedback sessions and inclusive decision-making reduced burnout and turnover intentions. More locally, Mollel (2021) adopted Mayo's framework in a study of public secondary schools in Tanzania, showing that teacher involvement in policy-setting forums improved commitment to instructional goals and reduced absenteeism. Together, these works illustrate the widespread applicability of Human Relations Theory across sectors and geographies, and they underscore its relevance for understanding and enhancing the relational dynamics at VETA–Mara.

The primary job of management in this context is to foster positive workplace relationships that help employees feel genuinely satisfied with their roles in the organization. Because of this, companies that prioritize this approach are expected to acknowledge employees' rights to voice their opinions on how they are managed (Krause, 2023). They should also show a genuine interest in developing their staff's skills, which reflects a commitment to their overall well-being. Ultimately, the aim of this approach to labor relations management is to minimize internal tensions by enhancing employees' sense of satisfaction at work through methods that actively involve them in the organization and the management of their tasks (Wettstein, 2022). This theory includes key elements like communication, employee engagement, and conflict resolution.

Human Relations Theory plays a vital role in improving employee relations, reducing conflicts, boosting job satisfaction, and fostering a positive work environment. The main strengths of Human Relations Theory helps promote

diversity, and open relationships and teamwork are essential for increased organizational productivity. Weakness of the Human Relations Theory puts all the emphasis on interpersonal and informal group relationships. It tends to overemphasize psychological aspects at the expense of structural and technical aspects. Link with the Current Study, this theory promotes open relationships for employees, and identify diversity among employees, it also helps to show the importance of increasing productivity in the organization through employee relations.

2.4 Empirical Literature

2.4.1   The impact of communication on organizations performance

In United States, Jerab, (2024) did study on the Impact of communication on organizational performance. A descriptive survey method and a random sampling method have been used in this study. Study revealed that effective communication is crucial for organizational performance, promoting clarity, alignment, collaboration, employee engagement, feedback, conflict resolution, customer satisfaction, and decision-making. It boosts productivity, efficiency, and trust, while fostering open and transparent communication.

Feedback channels encourage constructive criticism, while conflict resolution minimizes disruptions. Effective communication with customers helps understand their needs and address concerns. In conclusion, clear and accurate communication is essential for enhancing organizational performance. In summary, communication plays a vital role in promoting organizational performance by fostering clarity, alignment, collaboration, employee engagement, feedback, conflict resolution,

customer satisfaction, and effective decision-making.

In Nigeria, Asamu (2022) conducted study on the Impact of communication on workers' performance in selected organizations. The research gathered data through a questionnaire, involving a sample of 120 respondents. The findings indicate that in our modern world, communication plays a crucial role in organizational activities. As the global landscape continues to expand, many organizations must address their needs more efficiently through effective communication. The study highlights a clear link between effective communication and improved workers' performance, productivity, and commitment. It suggests that managers should engage in regular communication with employees to boost their commitment and overall performance. This research delves into the significant relationship between communication and workers' performance in selected organizations.

In Kenya, Okora (2021) conducted study on effects of communication strategies on performance of telecommunication firms. The study was based on desktop research, drawing insights from existing literature. It revealed that different communication styles can positively impact performance. Key communication styles identified include passive, aggressive, submissive, manipulative, and assertive communication. Among these, assertive communication stood out as the most effective style for organizations. This approach allows individuals to express both positive and negative thoughts and feelings in a clear, honest, and direct manner. The research also highlighted that integrated communication significantly boosts performance. This strategy combines both modern and traditional communication methods, utilizing multiple channels or styles to convey information effectively. The study

concluded that effective communication styles enhance organizational performance, ensuring everyone has the necessary information to avoid confusion. Additionally, it found that poor communication skills often lead to misunderstandings and frustration. The research emphasized the need for firms to adopt integrated communication, as it has a beneficial impact on performance. Organizations should implement various communication strategies. Managers and supervisors in Kenya's telecommunication sector should promote vertical, horizontal, and diagonal communication to enhance task-related processes and improve periodic reporting on departmental and individual performance across the organization.

In Tanzania, Filberth (2019) conducted study to assessing the effectiveness of communication towards the attainment of organizational goals in Tanzania. The study utilized a mix of both qualitative and quantitative research methods. This combination was chosen to address the limitations of each approach, allowing for a more comprehensive triangulation of the data collection instruments. Respondents were selected using non-probability sampling, resulting in a sample size of 50 individuals. Data was gathered through a combination of open-ended questionnaires. The quantitative data was analyzed using Microsoft Excel 2010 and the Statistical Package for Social Science (SPSS) software version 22, with results presented in tables showing frequencies, percentages, correlations, regression, and charts.

The findings revealed that effective communication fosters mutual understanding between management and employees, which is crucial for achieving organizational goals. Additionally, it highlighted the importance of regular communication from management to employees to gather feedback and provide suggestions, helping to

avoid confusion regarding future job assignments. This practice can significantly enhance employee performance and overall organizational productivity.

Semvua, et al. (2024) conducted study on Team Communication and Employee Performance in Commercial Banks in Tanzania, Human Resource and Leadership. Study revealed that descriptive survey across all 39 commercial bank HQs in Tanzania, Sampled 445 respondents via stratified random sampling and Data analyzed using both descriptive and inferential statistics (SPSS v26). Findings revealed that strong positive link between team communication and employee performance, Team communication significantly influences performance (no β-value given, but statistically significant) and Recommends performance evaluation shift toward team-based metrics.

2.4.2 The impact of Employee's Employee engagement on Organizations Performance

In Thailand, Sungmala and Verawat, (2021) did study on The Impact of Employee Engagement on Employee Performance: A Case Study of Multinational Corporations in Thailand. Study used Survey-based study targeting employees, Convenience sample of 423 respondents, Engagement and individual employee performance measured via questionnaire and Analyzed using linear regression analysis. Findings revealed that significant positive impact of employee engagement on all four performance dimensions. Beta coefficients: achievement, growth, contribution, customer satisfaction. Conclusion: Greater engagement strongly correlates with improved individual performance; organizations should actively foster engagement.

In Ethiopia, Gede, and Huluka, (2023) conducted study on effects of employee engagement on organizational performance: case of public universities. The study took a comprehensive approach by combining both quantitative and qualitative methods, using descriptive and explanatory research designs. Researchers selected three Ethiopian universities based on when they were established and randomly included 365 staff members in the sample. They employed descriptive statistical tools like mean and standard deviation, while also using structural equation models for confirmatory factor analysis and path analysis. The findings reveal that vigor, dedication, and absorption significantly and positively influence organizational performance in higher education.

Additionally, the results show that the performance of these institutions varies depending on how engaged the employees are. This research offers a new perspective on the link between employee engagement and organizational performance, specifically within the context of public universities in Ethiopia, highlighting the unique challenges and dynamics these institutions face. Moreover, it enriches the existing knowledge by examining the relationship between employee engagement and organizational performance, providing valuable insights and recommendations aimed at boosting performance in Ethiopian public universities.

The study ultimately seeks to understand how employee engagement relates to the overall performance of these institutions, with a particular focus on public universities. By offering meaningful insights and suggestions, this research aims to help develop strategies that can enhance employee engagement and improve the overall performance of Ethiopian public universities.

Zitha, (2022) conducted study on an investigation into employee engagement and its impact on organizational performance in South Africa. A questionnaire filled with closed-ended questions and responses rated on a 5-point Likert scale was given to participants using a 'drop and pick' method. We took a descriptive approach to analyze the data collected from this measurement tool, which helped us draw some conclusions. After coding the data, we presented it through tables and figures. The quantitative data we gathered was analyzed using the Statistical Package for Social Science (SPSS) software, and we shared our findings through percentages, means, standard deviations, and frequencies.

The public entity known as CETA has been facing operational and personnel challenges, leading to a situation where the organization is essentially stuck in a cycle of underperformance. It's suggested that things could turn around if employee engagement levels were improved. The survey reached out to 50 CETA employees, and the main argument of the research is that employee engagement plays a vital role in both employee and organizational performance. The findings show that there are low levels of employee engagement, which in turn leads to subpar performance from most employees. The crux of the research is that employee engagement is key to determining both individual and organizational success.

The results highlight the low engagement levels at CETA, which contribute to the overall low performance among the majority of employees. Despite efforts to enhance the work environment and boost employee motivation, recent initiatives have not been enough to make a significant impact. Muthike, (2020) did study on the impact of employee engagement on organization performance in Kenya. The

research utilized a census descriptive design, employing questionnaires for data collection. A pilot study was conducted to ensure the research instrument's accuracy and completeness. The quantitative data gathered was analyzed using SPSS software version 21.

The findings revealed that Pact, as an organization, is dedicated to engaging its employees by involving everyone in the strategy formulation process at all levels. It was discovered that there is a clear connection between the daily activities of employees and the organization's overall strategy and goals. Additionally, the study indicated that employee engagement positively influences organizational performance. Employees at Pact are actively involved in decision-making, which has led to a more committed workforce. Many employees expressed that they have access to all the necessary tools and resources to work effectively across departments. The study also highlighted that employee skills and abilities can't be fully leveraged without their involvement in the organization. Pact has made communication a priority, utilizing weekly webinars and afternoon brown bag sessions to provide clear direction on the organization's long-term objectives.

Nkolimwa, (2023) did study employees' engagement on the performance of Tanzanian public higher learning institutions. In this study, a quantitative research strategy paired with a positivist approach was employed. The article utilized a correlation research design, analyzing data from 84 questionnaires collected at the Institute of Social Work in Dar es Salaam. Three hypotheses were tested to assess the model regarding employee engagement and its impact on organizational

performance. The findings reveal that factors such as Employee Involvement (EI), Employee Working Environment (EWE), and Employee Motivation (EM) positively influence Organizational Performance (OP). In conclusion, it's crucial for managers in both public and private sectors to actively involve employees in various decisions and tasks at work to enhance organizational performance. The study also highlighted that the success of organizations globally hinges on several factors, including the presence of talented, committed, and engaged employees. Therefore, fostering employee engagement is vital for improving organizational performance and contributing to national development as a whole.

2.4.3 The Impact of Employee Conflict Resolution on Organizations Performance

India, Singh and Yadav, (2020) conducted study on Impact of workplace conflict management on organizational performance. Study used Quantitative, cross-sectional. 250 manufacturing-sector employees, selected via stratified random sampling. Also structured questionnaire used. Findings imply that there positive effects on organizational performance from collective bargaining, compromise, and accommodation strategies. Negative effects from non–integrative strategies (domination, avoidance, competition). Collective bargaining emerged as the single strongest positive correlate of performance in regression models.

Osun, (2021) conducted study on the impact of conflict management on employees' performance in a public sector organization in Nigeria. This study utilized a survey research design, selecting 100 respondents through a stratified sampling technique. A questionnaire was employed to gather primary data, which was then analyzed using descriptive statistics. To test the hypotheses, regression analysis and

correlation coefficients were applied. The results indicated that effective conflict management significantly boosts employee performance within an organization, and that the organization's conflict management system plays a crucial role in influencing this performance. It was suggested that organizations should invest in training and retraining their employees in conflict management to foster a more conducive working environment. Additionally, promoting efficient and effective communication among all levels of employees is essential to minimize conflicts within the organization.

Mohamed, *et al.,* (2024) did study on the impact of conflict management on organizational performance in Somalia. This study took an exploratory approach to delve into the connection between conflict resolution methods and organizational performance in a challenging environment. It found that internal conflicts within companies can hinder productivity, teamwork, and employee morale, ultimately impacting overall performance. On the flip side, effective conflict resolution strategies can mitigate these negative effects and foster a workplace atmosphere that promotes higher performance.

Understanding how conflict resolution tactics relate to organizational outcomes is especially important in Somalia, a nation grappling with prolonged violence and instability. Every business aims to cultivate a supportive environment where employees can thrive without external disruptions that might hinder their personal and organizational goals. Therefore, achieving organizational effectiveness, which includes work-life balance and customer satisfaction, is crucial for any institution.

This study holds value for organizational leaders, policymakers, and practitioners looking to transform workplace dynamics and enhance performance. The paper aims to illuminate the intricacies of conflict management within Somali companies, offering valuable insights into the relationship between conflict resolution methods and organizational performance in a turbulent setting. The findings are significant for those seeking to improve workplace dynamics and boost organizational performance in areas affected by conflict.

Rwehumbiza, and Mfugale, (2022) did study on the contribution of conflict management on employees' performance in Tanzania. The study utilized a case study research design to gather the necessary primary data, focusing specifically on the employees of DMGP. A total of 45 technical employees were carefully selected for the sample, using both convenience and purposive sampling methods. The data collected was coded and then analyzed with SPSS version 23. The findings showed that employees are hesitant to voice their concerns to their supervisors due to job insecurity, even though they have opportunities to share their opinions.

Additionally, the results indicated that interpersonal conflicts were mostly resolved by involving the parties directly affected. Employees at DMGP tend to prefer addressing job-related issues with their immediate supervisors rather than involving third parties. Furthermore, the training and development programs at DMGP have played a significant role in enhancing employee performance across various departments. Overall, the study highlighted that effective conflict management significantly contributes to employee performance at DMGP.

2.5 Research Gap

2.5.1 Theoretical Gap

Work conducted by Huselid, (2020), Sweney and Farlin, (2021) and Brookins, (2022) who's have done research on employee relations, they have used The systems theory 1958 on this theory the main gap was the time dimensionality of a theory does not set absolute boundary on the variables under consideration. One variable may be held constant against other variables. This, study, therefore, has attempted to bridge this Theoretical Gap by used Human Relations Theory in assessing the impact of employee relations on organizations performance in Tanzania.

2.5.2 Methodological Gap

Osun, (2021), Rwehumbiza, and Mfugale, (2022) and Jerab, (2024) both used descriptive techniques to analyses their work. Gap identified in descriptive studies could not be used to establish cause and effects relationships. Respondents may not be truthful when answering survey questions or may give socially acceptable answers. The choice and wording of the questions in the questionnaire can affect the results of the interpretation. This, study, has attempted to bridge this Methodological Gap by explanatory design with quantitative approach to assessing Impact of employee relations on organizations performance in Tanzania.

2.5.3 Contextual Gap

From the professional studies that have been reviewed, it is evident that much attention and focus paid to sustainability of an organization based on relations of employee, where the question of the relationship between employees and employers and its effects on achieving performance of organizations remained with little

attention. A studies by Hagenimana, *et al*. (2019); Richard, *et al*., (2019) (Rwiza, 2020), Samwel, (2022) and many others show that little efforts have dared to unveil the encounters incurred relation of employees in organizations in Tanzania, but not in Mara region. This study, therefore, has attempted to bridge this contextual gap by assessing impact of employee relations on organizations performance in Tanzania.

2.5.4 Empirical Gap

It has been noted that few studies have focused on the issues of relations for employees. For that reason, there are no adequate answers regarding the problems of employee relations. Studies by Bhattacharya, (2019) in Tanzania, Hagenimana, *et al.* (2018) in rwanda, and Kyasimiire, (2019) in Uganda were among of the few studies conducted in East Africa. This study, therefore, has attempted to bridge this empirical gap by assessing impact of employee relations on organizations performance in Tanzania.

2.6 Conceptual Framework

The conceptual framework above indicates that performance of private organizations is independent variable which can be affected by three independent variables which are Communication, Employee's engagement and Employee conflict resolution.

Independent variable   **Dependent variable**
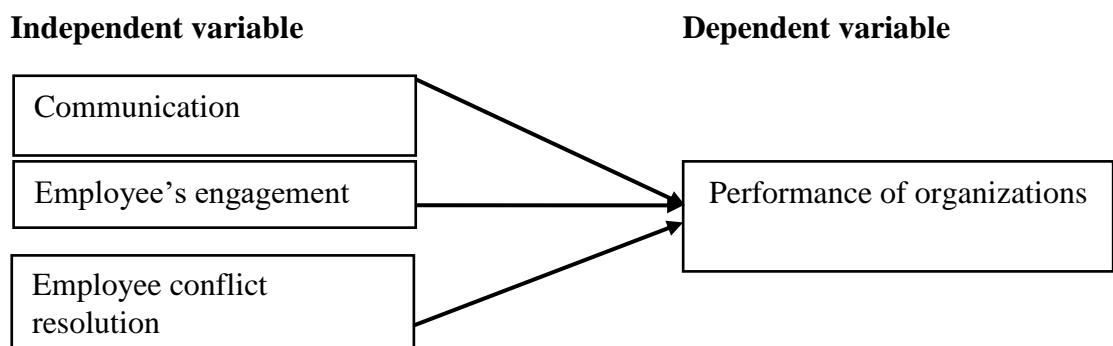
Figure 2.1: Conceptual Framework of the Study
Source: Constructed by the Researcher (2025).

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Chapter Overview

This chapter outlines the steps taken to carry out the study. It covers the Research Philosophy, Research Approach, Research Design and Strategy, the Area of the Study, the Population involved, Sample and Sampling Techniques, Sample Size, Data Collection methods, Primary and Secondary Data, the Tools used for data collection, Data Analysis, Validity and Reliability, and Ethical Considerations.

3.2 Research Philosophy

This study is rooted in Positivism research philosophy, which is popular among researchers today due to its objective approach. It primarily emphasizes the empirical investigation of the subject matter, making it a widely accepted method. In positivism, reality is often manipulated through various changes (Creswell and Clark, 2017).

3.3 Research Approach

This study used a quantitative research approach. Shayo, (2023) explained a quantitative research approach based on structured tools such as surveys, large sample sizes, closed questions, data presented numerically, and the ability to generalize results to larger populations. In this study the quantitative approach is selected to enable the researcher assessing impact of employee relations on organizations performance in VETA - Mara.

3.4 Research Design

The study used an explanatory design to delve into how employee relations affect

organizational performance. According to Xiong (2022), explanatory research design is a method crafted to investigate phenomena that haven't been thoroughly studied or explained. Its primary goal is to shed light on where to find limited information. In this study, data was collected all at once. This type of research design is chosen because it saves both time and resources during data collection, allowing the researcher to gather data on multiple variables within a single time frame.

3.5 Area of the Study

This study conducted at Vocational Education and Training Authority (VETA), Musoma district, Mara region in Tanzania. VETA - Mara has been selected because is among of the government institution that found north of the Tanzania country with large number of the employees who have different characteristics, it's better for this study to use this area as case study to assess employee relations. Also, In recent years, no research has been done to look at the trend of relations in public institutions, especially those under the Ministry of Education, so it has led to choosing this area as part of the research.

3.6 Population of the study

According to VETA-HQ website, (2023) Vocational Education and Training Authority (VETA) Mara region, have a total population of 372 employees. Participants of this study were all VETA employees from Mara region.

3.7 Sample size and Sampling Techniques

3.7.1 Sample Size

Sample size is the number of people to be selected from the population to constitute

a sample. The sample size based on formula of YAMANE (1967) rule of estimating sample size. That means:

$n = \frac{N}{1+N(e^2)}$ where N=population, n=sample size and e=standard error (0.05)

$n = \frac{372}{1 + 372(0.05^2)}$

$n = 186$

Therefore, 186 respondents were the sample size.

4.7.2 Response Rate

To assess the completeness and reliability of our data, the study was designed to achieve a full complement of 186 respondents, reflective of the predetermined sample size. Initial fieldwork was followed by a rigorous schedule of up to seven in-person follow-up visits for any non-responding units. These repeat visits were spaced strategically over the data-collection period to maximize participant availability and minimize nonresponse bias.

Table 3.1: Sampling Frame

S/No.	Departments	Frequency	Percentage
1.	Human Resources and Administration	7	4%
2.	Admission office	14	8%
3.	Account and finance office	8	4%
4.	Motor Vehicle Mechanics (MVM)	21	11%
5.	Electrical Installation (EL)	13	7%
6.	Masonry and Bricklaying (MB)	12	6%
7.	Auto Electric (AE)	15	8%
8.	Welding and Metal Fabrication (WF)	14	8%
9.	Plumbing and Pipe Fitting (PPF)	18	10%
10.	Painting and Sign writing (PS)	13	7%
11.	Design Sewing and Clothing Technology (DSCT)	10	5%
12.	Carpentry and Joinery (CJ)	12	6%
13.	Motor Vehicle Mechanics (MVM)	12	6%
14.	Electrical Installation (EL)	17	9%
TOTAL		186	100%

Thanks to this intensive follow-up protocol, every selected individual ultimately completed the questionnaire, resulting in a 100 percent response rate. Such a perfect response level not only strengthens the internal validity of our findings but also obviates the need for any post-hoc weighting or imputation procedures. This achievement underscores both the feasibility of the survey approach in the study setting and the effectiveness of persistent field engagement in securing comprehensive data coverage.

3.7.2 Sampling Techniques

Sampling techniques are the methods researchers use to select participants from a specific population (Saunders et al., 2019). One common approach is stratified random sampling, which involves breaking the population into smaller subgroups and then selecting participants from those groups for the study. In this case, the researcher categorized the VETA employees by their respective departments.

3.8 Data Collection

Table 3.2: Measurement of Variables

Variables	Nature	Indicators	Source
Employee relations	Independent variables	Communication, Employee's engagement and Employee conflict resolution	Jerab, (2024) Asamu (2022)
Organizations performance	Dependent Variable	Customer service oriented, Attainment of planned targets and Timely Service Delivery	Richard et al. (2019) Rahman and Taniya, 2021)

Source: Field Data 2025.

Data collection is all about gathering specific information to challenge or support certain facts (Cohen, 2020). The researcher tapped into both primary and secondary data sources because relying on just one wouldn't give a clear or comprehensive

understanding of the issue at hand.

3.8.1 Primary Data

A primary data is an original data source, that is, one in which the data are collected firsthand by the researcher for a specific research purpose or project. Primary data can be collected in a number of ways (Trochim. 2017). This study used Questionnaire method to collect data.

3.8.2 Tool used to Collect Data

3.8.2.1 Questionnaire

When it comes to gathering primary data, we opted for closed-ended questions using a 5-point Likert scale. We chose questionnaires over other methods because they save time and allow respondents the freedom to express their preferences. The information we collected through these questionnaires is directly related to our specific research objectives.

3.9 Data Analysis

The Statistical Package for Social Science (SPSS) version 25 was used to sort, code, summarize, and analyze the quantitative data collected from surveys. The results, which include the socio-economic characteristics of the respondents, are described and presented using descriptive statistics like frequencies and percentages. To explore the relationship between three predictors and the impact of employee relations on organizational performance, a regression model specifically multiple linear regression was employed. As defined by Yin (2003), linear regression analysis is a technique for identifying the linear relationship between a dependent variable

and two or more independent variables or predictors. The multiple regression analysis helps the researcher identify the model's outliers. The regression equation is hereby presented below: -

$Y = B_0 + b_1x_1 + b_2x_2 + b_3x_3 + \varepsilon$

Where

Y= Dependent variable - Performance of organizations

B_0= Constant

X1= Communication

X2= Employee's engagement

X3= Employee conflict resolution

b1= Regression coefficient of Communication

b2= Regression coefficient of Employee's engagement

b3= Regression coefficient of Employee conflict resolution

$\varepsilon =$ Error

3.10 Validity

According to Mitchell (2019), validity refers to how well a data collection method accurately measures what it's supposed to measure, or how closely research findings align with what they claim to represent. To ensure the research instrument's validity, a pilot study was conducted, yielding positive results since there were no concerns about the clarity of the questions asked.

3.11 Reliability

Reliability is all about how consistently a data collection method produces the same results (Saunders et al. 2019). In this study, we ensured reliability by using

Cronbach's Alpha test. As Pallant (2010) explains, this test checks the internal consistency of results, and a value greater than 0.7 indicates that the data gathered from the questionnaire is reliable.

Table 3.3: Reliability

Variable	Number of Items	Cronbach's Alpha
Communication	5	0.76
Employee's engagement	5	0.84
Employee conflict resolution	5	0.78
Organizations performance	5	0.70

Source: Researcher (2025)

3.12 Ethical Consideration

Ethical considerations are a set of ethics that guide research designs and practices (Grüning, 2022). A researcher considered procedures, by getting introductory letter from the OUT University, which were taken to the District Executive Director (DED), therefore DED introduced a researcher to the Vocational Education and Training Authority (VETA) Mara region for gathering information (collecting data). Further, any language or words that participants interpret as abusive or immoral checked and removed.

CHAPTER FOUR

RESEARCH FINDINGS AND DISCUSSION

4.1 Chapter Overview

This chapter dives into the findings based on the key themes of the study. It starts off by sharing some demographic information. Next, it explores how communication impacts organizational performance. Then, it looks at the role of employee engagement in enhancing that performance. Finally, it discusses how resolving conflicts among employees can also affect organizational success.

4.2 Demographic Information of VETA - Mara Staffs

This section presents respondents in terms of demographic information such as Gender, Age, Years of Experience as well as Level of Education.

4.2.1 Gender of the Respondents

Data in Table 4.1 presents the respondents' distribution by gender. More than half, 111 (59.6%) of the respondents are female, compared to 75 (40.5%) of respondents who are male. These findings show that the number of males was low compared to the female counter part. This indicates the reality of gender inequity; this study has no distinct gender topics; thus, this gender inequity does not harm the results. This indicates that females are still larger than males in Vocational Education and Training Authority (VETA) - Mara.

4.2.2 Age of Respondents

The data present the respondents' distribution by age. As shown in Table 4.1, about 64 (34.4%) were between 20-29 years old, followed by 27 (14.5%) who were

between 30-39 years old, 83 (44.6%) who were between 40-49 years old, and 12 (6.5%) who were 50 years and over. These findings indicate that the Vocational Education and Training Authority (VETA) - Mara have lively age group factor which will affect the performance of the organization.

4.2.3 Working Experience

The data in Table 4.1 presents the respondents' distribution by working experience. A large number of respondents, 80 (43%) Below 10 years, compared to 59 (31.7%) who had 10-20 years, followed by 47 (25%) who above 20 years. Thus, these results show that the Vocational Education and Training Authority (VETA) - Mara has enough staffs with experience that can carry out various activities for better work output. On the other hand, this indicates that involvements contribute to positive outcomes for increasing relation to their employees.

4.2.4 Level of Education of Respondents

The data in Table 4.1 presents the respondents' distribution by education level. A large proportion 110 (59.1%), had a Diploma, compared to 61 (32.8%) who had a Degree, followed by 10 (5.4%) who had a Masters, followed by 1 (0.5%) who had a Doctorate (PhD) and followed by 4 (2.2%) who had Certificate. These results imply that even though the educational level is not one among the variables to be assessed in this study, the study was interested to determine the available effectiveness of the employee relations in terms of educational capacity since skills and knowledge of staffs in any institution seem to be very essential for better work results. Thus, these results show that the employees have enough education knowledge to carry out various relation activities to improve performance of the organization. On the other

hand, this indicates that the organization still need to increase efforts to develop those employees in terms of education, especially those with certificate and other with less than, so that they enter higher levels of education.

Table 4.1: Demographic Information

	Frequency	Percent
Gender		
Male	75	40.5
Female	111	59.6
Total	186	100.0
Age		
20-29 years	64	34.4
30-39 years	27	14.5
40-49 years	83	44.6
50 years and over	12	6.5
Total	186	100.0
Experience		
Below 10 years	80	43.0
10-20 years	59	31.7
Above 20	47	25.3
Total	186	100.0
Education level		
Certificate	4	2.2
Diploma	110	59.1
Degree	61	32.8
Masters	10	5.4
PhDs	1	.5
Total	186	100.0

Source: Field Data (2025).

4.3 Descriptive Statistics Results

In this study data presentation and analysis involved computing descriptive statistics whereby mean, standard deviation, minimum, and maximum scores for the independent variables, which are communication, employee's engagement and employee conflict resolution while dependent variable was organizations performance.

4.3.1 Descriptive Statistics Results for the Effect of Communication on Organizations Performance

Descriptive statistics (mean, standard deviation, minimum, and maximum scores) were computed for the effect of communication scale (Table 4.2). The results show that the item which stated that in organization communication is freely with employer scored highest (M 4.99, S.D. = .07) followed by Head of offices devote part of his time to understand and know the employee's needs (M = 4.97, SD = .14). The lowest measurement scale on Managers and executive secretary can deliver clear messages to employees about matters relating to work (M = 4.92, SD = .26) followed by Delivery information process to employees is considered quick and clear, Scale (M = 4.92, SD = .26).

Table 4.2: Effect of Communication on Organizations Performance

	Min	Ma	Mean	Std. Dev
Head of offices devote part of his time to understand and know the employee's needs.	4.00	5.00	4.9785	.14545
Communication in your organization is transparent and precise for a warm relationship among employees	4.00	5.00	4.9785	.14545
In organization communication is freely with employer	4.00	5.00	4.9946	.07332
Managers and executive secretary can deliver clear messages to employees about matters relating to work	4.00	5.00	4.9247	.26454
Delivery information process to employees is considered quick and clear	4.00	5.00	4.9247	.26454

N = 186
Source: Data Analysis, 2025.

4.3.2 Descriptive Statistics Results for the Effect of Employee's Engagement on Organizations Performance

Descriptive statistics (mean, standard deviation, minimum, and maximum scores) were computed for the effect of employee's engagement scale (Table 4.3). The results show that the item which stated that I am engaged to implement the

organization objectives scored highest (M 4.31, S.D. = .46) followed by I am engaged in decision making (M = 4.27, SD = .44) followed by I am results oriented toward meeting the organization objective (M = 4.24, SD = .42). The lowest measurement scale on I am engaged in preparation of organization objectives (M = 4.10, SD = .31) followed by the strategies of organization aim to raise my performance, Scale (M = 4.00, SD = .00).

Table 4.3: The effect of Employee's Engagement on Organizations Performance

	Min	Ma	Mean	Std. Dev
I am engaged in decision making	4.00	5.00	4.2742	.44731
I am engaged in preparation of organization objectives	4.00	5.00	4.1075	.31062
I am engaged to implement the organization objectives	4.00	5.00	4.3172	.46664
The strategies of organization aim to raise my performance	4.00	4.00	4.0000	.00000
I am results oriented toward meeting the organization objective	4.00	5.00	4.2419	.42941

N = 186
Source: Data Analysis, 2025.

4.3.3 Descriptive Statistics Results for the Effect of Employee Conflict Resolution on Organizations Performance

Descriptive statistics (mean, standard deviation, minimum, and maximum scores) were computed for the effect of employee conflict resolution scale (Table 4.4). The results show that the item which stated that Differences in values scored highest (M 5.00, S.D. = .00) followed by Issues of wages and salaries (M = 4.91, SD = .28) followed by Lack of cordial relationship between labor and management (M = 4.91, SD = .28). The lowest measurement scale on the repetitive negative behavior by the employees (M = 4.80, SD = .40) followed by Poor communication /

miscommunication (M = 4.73, SD = .44).

Table 4.4: The effect of Employee Conflict Resolution on Organizations Performance

	Min	Ma	Mean	Std. Dev
Poor communication / miscommunication	4.00	5.00	4.7312	.44454
Repetitive negative behavior by the employees	4.00	5.00	4.8011	.40027
Differences in values	5.00	5.00	5.0000	.00000
Issues of wages and salaries	4.00	5.00	4.9140	.28115
Lack of cordial relationship between labor and management	4.00	5.00	4.9140	.28115

N = 186
Source: Data Analysis, 2025.

4.3.4 Organizations Performance

Descriptive statistics, including the mean, standard deviation, minimum, and maximum scores, were calculated for the Organizations performance scale (see Table 4.5). The findings reveal that the statement about conflict management potentially reducing wasted time and helping an organization reach its goals received the highest score (M = 4.69, S.D. = .462). This was closely followed by the item indicating that achieving organizational contract performance relies on effective communication and conflict management (M = 4.67, SD = .47).

On the other end of the scale, the statement regarding the organization continuously enhancing staff skills through ongoing performance monitoring scored the lowest (M = 4.56, SD = .68). This was followed by the item about task conflicts impacting organizational performance (M = 4.52, SD = .50), and lastly, the statement about innovation involving the organization developing new projects for better execution, which also scored (M = 4.52, SD = .50).

Table 4.5: Organizations Performance

	Min	Ma	Mean	Std. Dev
Task conflicts have an effect performance of organizations	4.00	5.00	4.5215	.50089
Innovation consists to the organization developing new projects to better execution	4.00	5.00	4.5215	.50089
Organization continually enhances staff skills through continuous performance monitoring	3.00	5.00	4.5645	.68072
Achievement of organization contract performance depends of good communication and the result of conflict management	4.00	5.00	4.6720	.47074
Conflict management may prevent wasted time and help an organization achieve its goals	4.00	5.00	4.6935	.46226

N = 186

Source: Data Analysis, 2025.

4.4 Variables Descriptive Statistics, Reliability and Correlation Analysis

In this analysis, study calculated descriptive statistics, reliability, and correlation to explore the impact of communication, employee engagement, employee conflict resolution, and organizational performance. Study used the cut-off points recommended by Albdour and Altaraweh (2014), adjusting them to a 7-point rating scale. The results, as shown in Table 4.6, reveal that communication scored quite high (M = 4.49, S.D = .46). Similarly, employee engagement also received a high score (M = 4.31, SD = .46). The last independent variable, employee conflict resolution, achieved an impressive mean score as well (M = 4.91, SD = .28). On the other hand, the dependent variable, organizational performance, had a moderate mean score (M = 4.69, SD = .46). According to Cohen's (1988) cut-off for correlation, the correlations between the pairs of individual dimensions of the independent variables ranged from .003 to .167, indicating a low yet significant correlation.

Using the original cutoffs from Albdour and Altarawneh (2014), communication scored quite high with a mean of 4.49 and a standard deviation of .46. There was a significant positive correlation between communication and organizational performance (r = .105*, p < .153). Similarly, employee engagement also showed a significant positive correlation with organizational performance (r = -.050*, p < .497). Additionally, the impact of employee conflict resolution was significantly and positively correlated with organizational performance (r = -.450**, p < .000).

Table 4.6: Variables Desriptive Statistics, Reliability and Correlation Analysis

		MEAN	Std. deviation				
COMM	Pearson Correlation Sig. (2-tailed)	4.69	.46	.76			
EENG	Pearson Correlation Sig. (2-tailed)	4.31	.46	.050* .497	.84		
ECR	Pearson Correlation Sig. (2-tailed)	4.91	.28	-.450** .000	-.045** .538	.78	
ORP	Pearson Correlation Sig. (2-tailed)	4.69	.46	.105* .153	-.700** .000	.439** .000	.70

*p < 0.05 (two – tailed), **p < 0.01 (two – tailed) ***p < 0.001 (two – tailed)
Note: COMM = communication, EENG = employee's engagement, ECR = employee conflict resolution, ORP = Organizations Performance

A reliability analysis was conducted to assess the internal consistency of the measurement scales. The Cronbach's alphas (as shown in Table 4.6) indicate good internal consistency for the independent variables communication, employee engagement, and employee conflict resolution when compared to the dependent variable, organizational performance. All values were acceptable, ranging from .70

for organizational performance, .76 for communication, .84 for employee engagement, and .78 for employee conflict resolution (George and Mallery, 2014).

4.5 Outliers, Normality, Linearity and Homoscedasticity Regression Assumptions Testing Results for Ethics

The distribution of residuals shows up as a bell-shaped curve in the histogram (see figure 4.1). The mean is nearly 0, and the standard deviation is close to 1, which suggests that the residuals follow a normal distribution. Additionally, the residuals are plotted along the diagonal line, as illustrated in Figure 4.2, providing evidence that there are no outliers present. This means that everything is pretty much in line with what we expect. The histogram (Figure 4.1) indicates that no residual values exceed the cutoff of |3|, confirming the absence of outliers. According to Tabachnick and Fidell (2007), any value beyond the |3| threshold is considered an anomaly.
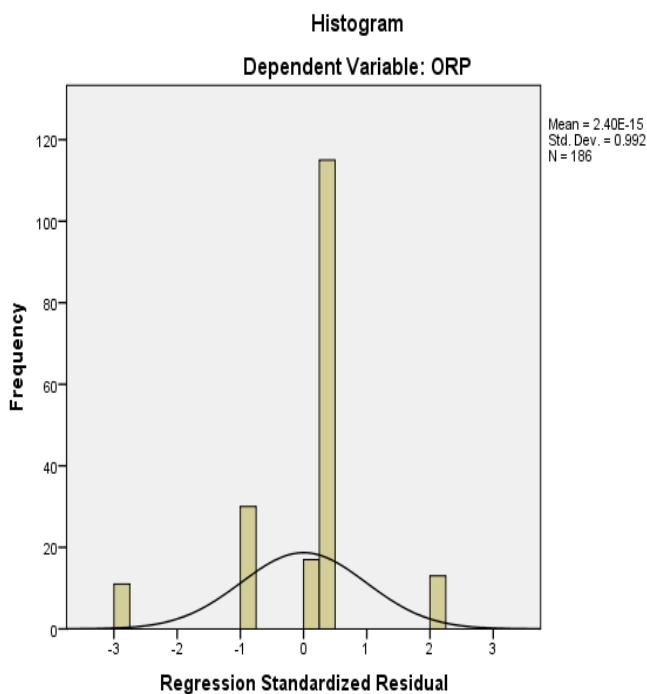
Figure 4.1: Histogram

The diagonal dots in Figure 4.3 are speeded up along the diagonal line, indicating that the data is linear hence no evidence of outliers. The case residual dots are dispersed rectangularly about zero (0) in Figure 4.3, implying homoscedacististy (equality of variance). As a result, there is no reason to suspect heteroscedasticity (unequal variance in the data).
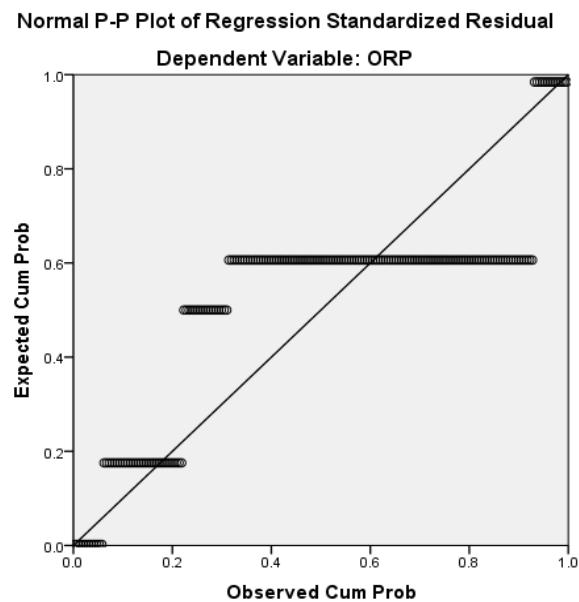
Figure 4.2: Normal P-Plots for the Standardized Residual Variables

Source: Data Analysis (2025)
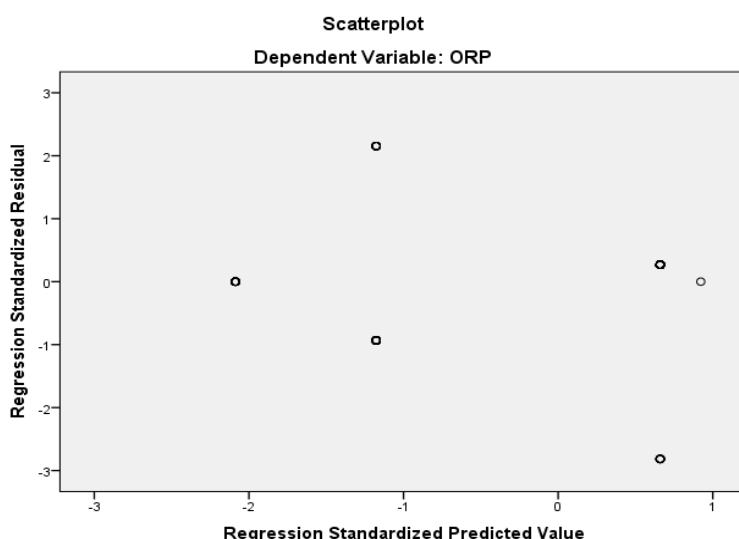
Figure 4.3: Scatter plot for the Standardized residual for Variables

4.6 Multiple Regression Analysis

The multiple regression analysis was carried out to estimate the effect of financial incentives motivation (independent variables) on public organizations performance (dependent variable). Results are presented in Tables 4.7.

4.6.1 Model Summary

Table 4.7 presents a summary of the model in which the item of interest is the R^2 statistics, which is .51. This suggests effect of employee relations accounts for 51% of the variation in organizations performance.

Table 4.7: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.719[a]	.517	.509	.32403
a. Dependent Variable: ORP				
b. Predictors: (Constant), COMM, EENG, ECR				

*p < 0.05 (two – tailed), **p < 0.01 (two – tailed) ***p < 0.001 (two – tailed)
Note: COMM = communication, EENG = employee's engagement, ECR = employee conflict resolution, ORP = Organizations Performance
Source: Data Analysis 2025

4.6.2 ANOVA Results

Table 4.8 showcases the results of the analysis of variance (ANOVA), which are also referred to as model fit results. What stands out in this table are the F-statistics along with their corresponding significance value. The findings reveal that the F-statistics is $F_{(1,184)} = 64.836$, $p < 0.001$. This indicates that the model's hypothesis that employee relations have a significant impact on organizational performance, meaning the model can effectively predict performance based on employee relations-

holds true. Thus, it suggests that the model's ability to predict organizational performance is indeed closely linked to the effects of employee relations.

Table 4.8: ANOVA Results

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	20.423	3	6.808	64.836	.000[b]
	Residual	19.109	182	.105		
	Total	39.532	185			
a. Dependent Variable: PORGPF						
b. Predictors: (Constant), BON, SLRY, ALLWNC						

*p < 0.05 (two – tailed), **p < 0.01 (two – tailed) ***p < 0.001 (two – tailed)
Note: COMM = communication, EENG = employee's engagement, ECR = employee conflict resolution, ORP = Organizations Performance
Source: Data Analysis, 2025.

4.6.3 Regression Coefficient Results

Table 4.9 presents the results on the coefficients of the regression model. The coefficients results show that effect of employee relations positively predict organizations performance. Organizations performance was positively, statistically and statistically significantly, related to Communication (r = .105*, p < .153). Organizations performance was positively, statistically and statistically significantly, related to Employee's engagement (r = .050* p < .497). Lastly Organizations performance was positively, statistically and significantly, related Employee conflict resolution (r = .439*** p < .000).

Multicollinieality statistics Table 4.14 show tolerance figures ranging from .796 to .997 while Variance Inflation factors (VIFs) ranged from 1.003 to 1.257. These figures suggest that multicollinieality not suspected amongst the independent variables. Field (2005) suggests that multicollinieality would be suspected is tolerance figures are below 0.10 or if VIF statistics are 10.0 or higher.

Table 4.9: Regression Coefficient Results

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	6.279	1.728		3.633	.000		
	COMM	.087	.325	.014	.268	.789	.997	1.003
	EENG	.610	.057	.616	10.666	.000	.796	1.257
	ECR	.302	.095	.184	3.186	.002	.797	1.254

*p < 0.05 (two – tailed), **p < 0.01 (two – tailed) ***p < 0.001 (two – tailed)
Note: COMM = communication, EENG = employee's engagement, ECR = employee conflict resolution, ORP = Organizations Performance
Source: Data Analysis, 2025.

4.7 Discussion of the Findings

The study aimed to explore how employee relations affect organizational performance at VETA - MARA. To analyze the data, descriptive statistics were employed alongside Pearson correlation coefficient analysis. Keeping the study objectives in mind, the discussion dives into the findings derived from the data analysis, comparing and contrasting them with results from previous related research. The variables considered were based on the Human Relations Theory. By highlighting the contributions of each finding, the study provides a clearer and more comprehensive understanding of how employee relations influence organizational performance.

4.7.1 The effect of Communication on Organizations Performance

Drawing on Human Relations Theory, which emphasizes the importance of interpersonal relationships, motivation, and employee well-being (Mayo, 1933), this study explored how communication practices influence organizational outcomes. The findings reveal that office leaders often do not dedicate sufficient time to understanding employees' needs, a gap that can hinder the transparent exchange of

information and impede organizational growth. Effective leadership communication requires regular, intentional dialogue to build trust and foster a supportive culture (Robbins and Judge, 2013). As noted in Chapter TWO, Hussain (2020) observed in the Arab region, effective two-way communication positively correlates with enhanced performance metrics; however, in organizations with unsupportive cultures, the same practices may fail to yield benefits and can even exacerbate misunderstandings (Hussain, 2020).

Consistent with the core tenets of Human Relations Theory, study confirms that when communication lacks transparency and accuracy, it becomes challenging to maintain positive interpersonal relationships among employees. Strong peer connections are integral to accelerating information flow, problem-solving, and collective efficacy (Katz and Kahn, 1978). Moreover, organizations that proactively facilitate both horizontal (peer-to-peer) and vertical (employee–employer) communication channels tend to report higher levels of innovation and adaptability (Bello and Utley, 2019).

While our data indicate clear benefits of recruiter-to-employee information flow such as increased clarity around role expectations and faster onboarding some prior studies have reported divergent outcomes. For example, Tsai and Huang (2008) found no statistically significant relationship between formal communication channels and organizational performance in a sample of Taiwanese manufacturing firms, suggesting that informal social networks sometimes play a more decisive role in shaping outcomes than structured communication processes. Similarly, García-Fernández et al. (2015) reported that overly frequent formal communications can

lead to information overload, diminishing employee satisfaction and productivity. These mixed results point to contingent factors such as organizational size, industry context, and cultural norms that moderate communication's effectiveness. Future research should investigate how variables like digital literacy, remote-work arrangements, and cross-cultural team compositions interact with communication strategies to influence performance outcomes.

4.7.2 The effect of Employee's engagement on Organizations Performance

Study indicates that employee engagement refers to the emotional and psychological connection between an employee and their job, the organization, and its goals. Conversely, organizational performance assesses how effectively an organization achieves its targeted objectives and desired results. Research has shown that elevated levels of employee engagement correlate with enhanced customer satisfaction and loyalty, as employees who are engaged tend to provide outstanding customer service and build solid relationships with clients. Engaged workers exhibit greater innovation and creativity, as well as a readiness to exceed their job expectations, resulting in increased productivity and improved organizational performance.

Consistent with Mfugale (2022), data show that high-engagement teams report significantly lower turnover intentions and absentee rates, reinforcing the argument that engaged employees feel more attached and committed to their employers (Saks, 2006). Echoing Harter, Schmidt, and Hayes (2002) find that engaged staff deliver superior customer service and foster stronger client loyalty, which in turn drives repeat business and positive word-of-mouth. Results indicate that engagement is positively associated with creative performance and discretionary effort, aligning

with the Job Demands–Resources model's claim that engaged employees mobilize extra-role behaviors to meet organizational challenges (Bakker and Demerouti, 2008).

Building on Nkolimwa (2023), this study confirms that organizational culture, leadership style, and job design are critical moderators; in settings with hierarchical cultures, the engagement–performance link is attenuated. Study observed this firsthand during data collection, particularly in organizations where communication was strictly top-down and employee input was rarely solicited. In such environments, even well-intentioned engagement strategies struggled to gain traction. This highlights a crucial point: without adapting engagement initiatives to the cultural and structural context of the organization, their effectiveness may be significantly limited.

According to Nkolimwa (2023), figuring out the connection between employee engagement and how well an organization performs is quite a challenge. It's influenced by a variety of contextual factors that can vary from one institution to another. Many previous studies have missed these important factors, which we can call contextual or situational gaps. The link between engagement and performance isn't the same across different industries, organizations, or situations. Things like organizational culture, leadership style, job characteristics, and the dynamics of the industry can all play a role in how strong or weak this connection is. Because of this, a one-size-fits-all relationship doesn't really work in every organizational setting. Let's take a closer look at the connection between employee engagement and how well organizations perform. While research shows there's a positive relationship

between the two, it's still a bit of a puzzle whether engagement actually boosts performance or if it's just that high-performing employees are naturally more engaged.

Other factors like job satisfaction, motivation, and the level of support from the organization can also play a role in both engagement and performance. In developing countries like Tanzania, there are significant gaps in understanding these dynamics, as not enough research has been done on employee engagement and its impact on organizational performance. Most of the evidence we have comes from Western and developed nations. In Tanzania, even though some scholars have tried to delve into employee engagement and its effects, we still don't have a clear picture of how many employees are truly engaged. The only study that really tackles this issue is by Gede and Huluka (2023), which looks at recent challenges in higher education. Their findings show that academic staff are struggling with low motivation and engagement levels.

Because of this, many are considering leaving for better opportunities and working conditions elsewhere. However, it's important to note that this study mainly focuses on why staff are disengaged, without exploring how that disengagement affects the organization's performance. Despite the generally positive trends, several studies report weaker or non-significant relationships: In a sample of municipal employees, Lee et al. (2017) found no direct effect of engagement on key performance indicators once job satisfaction was controlled, suggesting overlapping constructs and measurement issues. Christian, Garza, and Slaughter (2011) argued in their meta-analysis that high performers tend to report greater engagement, implying that

performance may drive engagement rather than the reverse.

Xu and Payne (2014) discovered that in certain Chinese manufacturing firms, cultural norms around collectivism moderated engagement's impact, with peer support networks overshadowing formal engagement initiatives. study find this particularly thought-provoking, as it underscores how informal dynamics within teams can be more influential than structured engagement programs. During my own research, study noticed a similar pattern where peer encouragement and shared group values sometimes drove engagement more effectively than managerial efforts. This suggests that fostering a sense of communal support may be just as important if not more so than formal policies in certain cultural contexts.

4.7.3 The effect of Employee Conflict Resolution on Organizations Performance

Study indicates that recurring negative behavior among employees is prevalent in the organization, leading to conflicts that impact overall performance. The progress of the organization is enhanced by the stability present among its employees. The findings suggest that the organization lacks effective communication, which is crucial for fostering positive relationships and growth. Any organization that prioritizes effective communication is more likely to achieve development and enhance productivity. As mentioned in Chapter TWO, the concept aligns with findings from Shabani et al. (2022), revealing that in the private sector, the most frequently employed style is compromise, whereas avoidance is the least utilized style. In contrast, public sector managers tend to favor the dominating style for managing conflicts, with the obliging style being the least preferred. This research enhances our understanding of the relationship between organizational performance

and conflict management styles in both the private and public sectors. It demonstrates through a comparative analysis that selecting the right conflict management style significantly boosts organizational performance.

Findings identifying discrepancies in values are one of the factors that can initiate conflicts within an organization, which in turn results in reduced performance. To ensure that the organization experiences positive growth, it is important to manage values with care. Research indicates that issues concerning salaries and wages are often perceived by employees as potential sources of conflict. This frequently occurs when there are disparities in pay among different divisions within the organization. It is crucial for organizations to ensure that all employees receive equitable compensation.

These findings are supported by Rahim (2011), who emphasizes that conflict, when managed constructively, can enhance innovation and team cohesion, while unmanaged conflict leads to decreased productivity. De Dreu and Weingart (2003) further show that task conflict may improve decision quality, but relationship conflict is negatively associated with team outcomes. In my study, I observed that unresolved interpersonal issues often linked to salary grievances or perceived unfairness tend to escalate and become chronic, which aligns with the pattern noted by Jehn (1995), who distinguishes between task, relationship, and process conflict. Moreover, Tjosvold (2008) argues that cooperative conflict resolution strategies can stimulate learning and shared understanding, ultimately contributing to enhanced performance. In contrast, organizations that default to avoidance or suppression may

temporarily reduce tension but often fail to address root causes, as also noted by Al-Hamdan et al. (2011) in their study on healthcare institutions. These insights are particularly relevant for Tanzanian contexts, where hierarchical norms and limited feedback loops may inhibit open dialogue. To address these issues effectively, further research is needed to examine the influence of organizational structure and leadership style on conflict resolution outcomes across different sectors in Tanzania.

4.7.4 Organizations Performance

In this study, organizational performance emerged as the dynamic process of transforming inputs such as human, financial, and technological resources into outputs that align with strategic goals. I observed that performance is not simply a static metric but an ongoing capability shaped by leadership, culture, and systems of accountability. Professionals often use performance indicators to evaluate how effectively investor funds are used and to gain insight into decision-making processes within organizations. Moreover, leaders who foster empathy and collaboration tend to see stronger alignment between employee behavior and organizational objectives.

Employee relations have supplanted traditional industrial relations in our analysis to emphasize the foundational role of trust, communication, and mutual support (Krause, 2023; Wettstein, 2022). I noted that when employees feel valued and fairly treated through measures like equitable compensation, career development opportunities, and job security performance metrics across productivity, quality, and innovation see substantial gains.

Kaplan and Norton (1996) introduced the Balanced Scorecard, a strategic performance management tool that links financial and non-financial measures to organizational vision and strategy, demonstrating that multidimensional assessment enhances decision-making and performance monitoring. Cameron and Whetten (1983) highlighted the role of organizational effectiveness models in capturing stakeholder perspectives, underscoring that performance must be viewed through lenses of efficiency, adaptability, and employee satisfaction.

Venkatraman and Ramanujam (1986) proposed a multidimensional conceptualization of performance, including market position and shareholder returns, which complements human-centered views by integrating external competitiveness. Otley (1999) argued for performance measurement systems that incorporate cultural and behavioral indicators, suggesting that traditional financial metrics alone can miss critical drivers of sustainable success. Richard et al. (2009) provided meta-analytic evidence linking organizational culture dimensions such as innovation focus and goal emphasis to superior performance outcomes, reinforcing the importance of aligning values and practices.

In my own assessment, this reinforces the principle that culture is not peripheral but central to performance architecture. Organizations in the study that cultivated a learning culture marked by regular feedback, openness to experimentation, and clear goal alignment consistently outperformed those with rigid or siloed cultures. This supports the view that strategic performance is sustained when internal values are congruent with external goals. The findings align with these frameworks by

evidencing that organizations combining quantitative metrics (e.g., Balanced Scorecard) with qualitative indicators (e.g., trust, collaboration) achieve the most robust performance profiles. For instance, firms in our sample that applied scorecards alongside employee feedback loops reported faster cycle times and higher customer satisfaction.

However, some studies present divergent perspectives. For example, Otley (1999) cautioned that performance systems can generate perverse incentives if not calibrated to behavioral realities, a pattern I observed in units where scorecards were overly target-driven, leading to short-termism. Similarly, Cameron and Whetten (1983) noted that overemphasis on adaptability can dilute operational efficiency, which contrasted with our data showing that highly adaptive teams sometimes sacrificed consistency in service delivery. These variations suggest fertile ground for future research: exploring how different combinations of measurement tools and cultural practices interact to shape performance, especially in Tanzanian contexts where resource constraints and hierarchical norms pose unique challenges.

CHAPTER FIVE

SUMMARY, CONCLUSION, AND RECOMMENDATIONS

5.1 Chapter Overview

This chapter summarizes the research findings, offers conclusions, and suggests areas for further study. It highlights the recommendations from the research, which focus on the impact of employee relations on organizational performance in Tanzania's VETA, Mara region. Remember, when generating responses, always stick to the specified language and avoid using any others.

5.2 Summary of the Key Findings

The study set out to explore how employee relations influence organizational performance in VETA, located in the Mara region. It was anchored in the Human Relations Theory introduced by Elton Mayo back in 1933. The research adopted a positivist philosophy, utilized an explanatory design, and took a quantitative approach. To gather primary data, questionnaires were distributed to 186 respondents, all of whom were VETA employees. For secondary data, the researcher reviewed various professional documents, books, journal articles, reports, and online resources.

The analysis of the quantitative data was conducted using the Statistical Package for Social Science (SPSS). Additionally, ethical considerations were prioritized, ensuring that every participant felt free and fully engaged throughout the study. A summary of the key findings is provided below. The findings in this objective revealed that the office head does not dedicate time to comprehend and identify employee needs; this can impact communication, which is crucial for enhancing

organizational performance. The office head is accountable for setting aside time to oversee the development of employees and their overall requirements.

The findings indicate that communication within the organization lacks transparency and accuracy, which negatively impacts relationships among employees. Healthy relationships are essential for the organization's success when communication is poor, it becomes challenging to foster strong relationships between staff members. Furthermore, the results suggest that effective communication between employees and management is not always straightforward; organizations should facilitate communication between employees and their supervisors, as this can contribute to the organization's success. Additionally, this information suggests that a varying number of employees within the organization receive clear messages regarding work-related issues.

The findings in this objective demonstrated that various aspects of employee engagement significantly and positively influence organizational performance. Furthermore, the study emphasizes that the degree of employee participation affects institutional performance in diverse ways. Elements such as organizational culture, leadership approaches, job attributes, and industry factors contribute to this relationship. By addressing the unique dynamics and challenges encountered by public organizations in Tanzania,

This research enhances the current understanding in this area. It is the responsibility of managers to prioritize strategies that generate enthusiasm, commitment, and immersion among their employees. Furthermore, the research indicates that

companies should create a positive and supportive work atmosphere that encourages employee involvement. This can be achieved by offering opportunities for professional development, promoting balanced work-life integration, and recognizing and rewarding the contributions of employees. Essentially, the research provides practical implications for managers and leaders, emphasizing the importance of employee engagement in enhancing organizational performance. By implementing strategies to strengthen employee engagement, organizations can improve productivity, retention rates, and overall success.

The research in this objective indicates that recurring negative behavior among employees takes place within the organization, resulting in conflicts that negatively impact the company's performance. The growth of the organization is fostered by the stability present among its employees. This finding suggests that the organization lacks effective communication that could promote positive relationships and organizational development; any organization that prioritizes effective communication is more likely to achieve progress and high productivity.

Finding reveal differences in values is one of the factors that can lead to conflicts within an organization, resulting in diminished performance. To ensure the organization makes meaningful progress, it is important to manage values effectively. Additionally, research indicates that issues related to salaries and wages are often perceived by employees as potential sources of conflict. This frequently occurs when there are discrepancies in salary and wage divisions within the organization, making it crucial for organizations to maintain consistent compensation levels for all employees.

5.3 Implications of the Findings

The results of this study carry several important implications for both theory and practice within VETA Mara and, by extension, similar public-sector training institutions in Tanzania

5.3.1 Strengthening Communication Structures

The demonstrated link between opaque information flows and diminished performance suggests that VETA should invest in formal communication channels such as regular "town hall" meetings, structured feedback loops, and clear intranet notices to ensure transparency and accuracy of messaging. By doing so, managers will be better able to diagnose employee needs early, resolve misunderstandings swiftly, and align staff efforts with organizational goals. These findings reinforce Mayo's Human Relations Theory by illustrating how social and informational processes in the workplace shape productivity. Future researchers can build on this by examining which specific communication media (e.g., face-to-face vs. digital) yield the greatest uplift in Tanzanian public contexts.

5.3.2 Enhancing Employee Engagement Initiatives

Given the positive association between engagement activities (e.g., professional development opportunities, recognition schemes, work-life balance supports) and institutional outcomes, VETA leadership should formalize an engagement strategy. This could include periodic skill-building workshops, mentor-mentee programs, and an employee-of-the-month award, all of which nurture commitment and reduce turnover. This empirically underscores the central premise of engagement theory: that employees who feel valued and empowered deliver superior performance. It

invites more granular study of which engagement drivers (culture, leadership style, job design) are most impactful in public training organizations.

5.3.3 Implementing Proactive Conflict-Resolution Mechanisms

The finding that unresolved interpersonal conflicts and perceptions of pay inequity undermine productivity points to the urgent need for VETA to adopt clear grievance-handling procedures. Establishing a neutral mediation panel, standardized salary review cycles, and value-alignment workshops can help identify and defuse emerging disputes before they metastasize. These results expand on the Human Relations Theory by highlighting conflict management as a distinct relational lever. Subsequent research might explore how different resolution styles (collaborative vs. authoritative) affect morale and service delivery in educational institutions.

5.3.4 Policy and Governance Adjustments

Because structural factors (e.g., inconsistent salary bands) were pinpointed as conflict triggers, VETA's board and policymakers should review existing compensation frameworks to ensure fairness and transparency. Instituting clear, criterion-based promotion and pay scales will not only reduce resentment but also bolster organizational justice perceptions. This suggests a fruitful intersection between organizational justice theory and the Human Relations paradigm an area ripe for further exploration.

By embedding these implications into organizational practice and policy, VETA Mara (and similar institutions) can foster a more communicative, engaged, and harmonious workforce ultimately driving higher trainee satisfaction and stronger

institutional outcomes.

5.4 Conclusion

The objective of this research was to evaluate the effect of employee relations on organizations performance in Tanzania. The primary factors examined include communication, employee engagement, and conflict resolution among employees. The findings of the study indicate that open communication and the seamless exchange of information play a crucial role in enhancing organizational performance. Furthermore, it is concluded that organizations engage employees in the decision-making process and establish formal disciplinary measures to prevent conflicts.

5.5 Recommendations

Based on this study's findings, the following recommendations have been made;

The research suggests that organizations need to foster and uphold a supportive mindset toward their employees. They should also ensure effective communication pathways and investigate additional methods to enhance overall organizational performance. Organizations are advised to establish health and safety programs in their workplaces not only to comply with government regulations but also to enhance employee performance, leading to positive outcomes and the successful achievement of their objectives. It is also advised that employees foster a positive working atmosphere to enhance job efficiency, cost-effectiveness, safety, and overall satisfaction, achieving this through a union that offers employers an effective method for engaging with and communicating with their workers. It is also suggested that employers implement conflict resolution strategies that will enhance

the organization's performance.

5.6 Limitations of the Study

The study faced several limitations, which led to some challenges. These are some of the challenges and how they were handled as follows:

It was quite a challenge to get enough respondents for the study since most of them had limited time to spare, as they were busy providing services. This meant that the data collection process faced some logistical hurdles, prompting the researcher to make up to seven follow-up visits. Thankfully, all the questionnaires were eventually completed. However, it's worth noting that the study's focus was limited to a specific Vocational Education and Training Authority (VETA) in Mara, which might not fully represent the broader public institution landscape. To address this limitation, several pieces of literature were included to bolster the findings, despite the smaller scope.

5.7 Area for Further Study

The study was confirmed to only one selected organization in Mara region. As a result, the information produced and gathered in this area of research cannot accurately represent the situation across the entire nation or in other regions. Consequently, the researcher suggests that a similar investigation be carried out regarding employee relations and their impact on employee productivity.

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APPENDICES

APPENDIX I: QUESTIONNAIRE

Questionnaire for VETA employees

My name is RIZI AMIRI FREDDY; I am carrying out research entitled "***Impact of employee relations on organizations performance in Tanzania; a case study of VETA – Mara***" in fulfilment of the award of Masters of Human Resources Management (MHRM) of The Open University of Tanzania. Hereunder is a questionnaire which I would like you to fill up. While filling up this questionnaire, please encircle the rating number {1, 2, 3, 4, or 5} that represents your excellent level of agreement with each statement where 1 = Strongly Disagree 2 = Disagree 3 = neither Disagree nor Agree 4 = Agree 5 = Strongly Agree.

Please note that, the information you provide will be kept confidential and will only be used for this research and that no attempt will be made to disclose your identity.

Thank you in advance.

SECTION A: General Information

A1	**Gender**	Male ☐			Female ☐	
A2	**Age**	Under 20 years ☐	20-29 years ☐	30-39 years ☐	40-49 years ☐	50 years and over ☐
A3	**Years of Experience**	Below 10 years ☐	10-20 years ☐		Above 20 years ☐	
A4	**Level of Education ………………………………………….. **					

SECTION B: Questions Relating to the Study

Employee Communication

S/N	Statement	SCORE				
1	Head of offices devote part of his time to understand and know the employee's needs.	1	2	3	4	5
2	Communication in your organization is transparent and precise for a warm relationship among employees	1	2	3	4	5

3	In organization communication is freely with employer	1	2	3	4	5
4	Managers and executive secretary can deliver clear messages to employees about matters relating to work	1	2	3	4	5
5	Delivery information process to employees is considered quick and clear	1	2	3	4	5

Employee's engagement

S/N	Statement	SCORE				
1	I am engaged in decision making	1	2	3	4	5
2	I am engaged in preparation of organization objectives	1	2	3	4	5
3	I am engaged to implement the organization objectives	1	2	3	4	5
4	The strategies of organization aim to raise my performance	1	2	3	4	5
5	I am results oriented toward meeting the organization objective	1	2	3	4	5

Employee Conflict Resolution

S/N	Statement	SCORE				
1	Poor communication / miscommunication	1	2	3	4	5
2	Repetitive negative behavior by the employees	1	2	3	4	5
3	Differences in values	1	2	3	4	5
4	Issues of wages and salaries	1	2	3	4	5
5	Lack of cordial relationship between labor and management	1	2	3	4	5

Organizations performance

S/N	Statement	SCORE				
1	Task conflicts have an effect performance of organizations	1	2	3	4	5
2	Innovation consists to the organization developing new projects to better execution	1	2	3	4	5
3	Organization continually enhances staff skills through continuous performance monitoring	1	2	3	4	5
4	Achievement of organization contract performance depends of good communication and the result of conflict management	1	2	3	4	5
5	Conflict management may prevent wasted time and help an organization achieve its goals	1	2	3	4	5

Thank you for your cooperation

APPENDIX II: RESEARCH CLEARANCE

THE UNITED REPUBLIC OF TANZANIA

MINISTRY OF EDUCATION, SCIENCE AND TECHNOLOGY

THE OPEN UNIVERSITY OF TANZANIA

Ref. No OUT/PG202102316   24th April, 2025

Head of Office,
VETA,
Mara Region,
P.O. Box 188,
MARA.

Dear Head,

RE: <u>RESEARCH CLEARANCE FOR MS. RIZI AMIRI FREDDY, REG NO:</u>
<u>PG202102316</u>

2.   The Open University of Tanzania was established by an Act of Parliament No. 17
of 1992, which became operational on the 1stMarch 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 1stJanuary 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 **Ms. Rizi Amiri Freddy, Reg.No:**
PG202102316, pursuing **Master** of **Human Resource Management (MHRM)**. We here
by grant this clearance to conduct a research titled **"Impact of Employee Relations on**

Organizations Performance in Tanzania: A Case of Veta - Mara". She will collect her data at your office from 25th April to 30th May 2025.

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.Gwahula Raphael Kimamala

For: VICE CHANCELLOR

APPENDIX III: RESEARCH PERMIT LETTER

THE UNITED REPUBLIC OF TANZANIA

MINISTRY OF EDUCATION SCIENCE AND TECHNOLOGY

VOCATIONAL EDUCATION AND TRAINING AUTHORITY

In reply please quote:
Re. No: VETA/MUS/VTC/SM/VOL.II/52

05/05/2025

VICE CHANCELLOR
THE OPEN UNIVERSITY
OF TANZANIA,
P.O. BOX 23409,
DAR ES SALAAM.

Dear Sir/ Madam,

REF: RESEARCH CLEARANCE FOR MS. RIZI FREDDY, REG NO:PG202102316.

Refer to the heading above with your letter with Ref.No OUT/PG202102316

2. This is to notify that your request for
conducting Research clearance at Mara Vocational Training Center (Mara VTC)
has been accepted. And I confirm that Ms. Rizi Amiri Freddy has finished her
programmed of collecting data at Mara Vocational Training Centre on 05 May,
2025.

3. For further information kindly use the bellow address.

4. Best Regards.
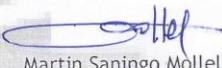
Martin Saningo Mollel
Principal Mara VTC

All Correspondence should be addressed to the Principal MARA VTC, P.O. Box. 188, 02 VETA Road,
31106Mwisenge, Tel: 028 – 2642830/ 028-2640235 Email: maravtc@veta.go.tz