

Technical Assistance and Employee Performance: A Case of Local Government Authorities in Tanzania

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Abstract: The purpose of this study was to examine the effect of technical assistance on employee performance in Tanzanian LGAs, focusing on three key dimensions: mentorship, coaching, and Job rotation. Social Learning Theory guided this. The research adopted a positivist philosophy and deductive approach, as it is a quantitative research methodology. Data were collected by questionnaires with a sample of 317 respondents across four councils. Linear regression analysis was employed to examine the effect of the three technical assistance variables on employee performance. The analysis revealed that technical assistance has a statistically significant and positive influence on employee performance. Technical assistance ($\beta=0.227$). These findings highlight the crucial role of technical assistance initiatives in enhancing the effectiveness of local government employees in Tanzania. The study concludes that strategic investment in technical assistance is essential for improving employee performance in LGAs. Consequently, it recommends that LGAs allocate sufficient funds and review existing policies to support technical assistance effectively in areas of mentorship, Job rotation, and coaching. Assign a special unit within Human Resource Management departments for managing and strengthening capacity-building programs in LGAs.

Keywords: Technical Assistance, Employee Performance, Local Government Authority.

1. Introduction

Employee performance plays a vital role in determining the effectiveness of any organization all over the world (Odunayo, 2022). There is no doubt that employees are one responsible to produce the goods and services that can make profit or best services for customers. These don't just happen; they depend to several factors which attribute to the improvement in the performance of organizations such as capacity building and technical assistance, reward, teamwork, and many other factors. Likewise, in local government authorities are charged with providing essential services and driving development at the grassroots level. LGA is responsible for overseeing crucial sectors such as physical infrastructure (e.g., roads), healthcare, agriculture, soft loan programs, primary and secondary education, and transportation services (Madumo & Koma, 2019; Prince et al., 2023).

Local government employees therefore require enough skills, abilities, knowledge and competencies to accomplish task on timely basis. However, this has been vice versa for years as they don't provide what is expected by the government, and other stake holders (Zuhair Abbas 2014). Skilled employees are to handle critical situation in a well-organized manner. That is what makes continuous efforts and strategies by most organizations to accomplish their objectives and achieve excellence by gaining a competitive advantage. Likewise, employees are required to be creative, competent, innovative, flexible, and trained enough to handle the information effectively (Athar & Shah, 2015).

Performance of employees are attributed by several factors, which include training, compensation, organizational support and technical assistance Ofobruku, & Nwakoby, (2015). Technical assistance plays an important role as it enhances the efficiency of an organization and helps employees to boost their performance in efficient manner (Zuhair Abbas 2014). Some scholars argue that technical assistance is mostly used by international organizations. The World Bank used technical assistance to strengthens performance in urban local government authorities of Ghana, Mozambique, Uganda, Ethiopia, India, and Tanzania through what was known as Urban Performance Grants. Findings support this argument as the report indicated a significant impact of Urban Performance Grants on revenue collection when combined with technical assistance. This implies that technical assistance and other factors were key to the success of a performance-based grant program, especially in a low-capacity country (Lee et al, 2022).

West et al. (2012) define technical assistance as a dynamic, capacity-building process designed to improve the quality, effectiveness, and efficiency of specific programs, research, services, products, or systems. In other words, technical assistance refers to the provision of specialized knowledge, skills, tools, or expertise by external individuals or organizations to help institutions, governments, or communities improve their capacity in planning, implementing, and managing projects or policies effectively (UNDP, 2002).

Technical assistance has been used at the global level to

address challenges of employee performance. Dialoke & Nkechi (2017) reported that among the factors that affect employee performance in small businesses were poor mentorship training deficiency, poor interpersonal relationships in the organization. Lee et al. (2022) reported an increase in revenue between 2013 and 2018, as the program provided half of the country's municipalities (that is, cities and towns) with annual transfers of over US\$40,000 and technical assistance in such areas as fiscal management, urban development, and investment. These findings underscore the importance of technical assistance in improving employee performance.

In Tanzania, employee performance in LGAs to fulfill their obligations is frequently hindered by several factors, including a knowledge gap, skills, and capacity. (Mwakasangura, 2024; Mnasi et al., 2022). Although there are policies and guidelines to direct employers to implement technical assistance in the form of capacity building, its implementation has remained to be on the discretion of employers due to limited funds allocated there (URT, 2013).

The government is implementing the National Strategy for Growth and Reduction of Poverty (NSGRP) to facilitate the achievement of the Millennium Development Goals (MDGs) and advance Tanzania's Development Vision 2025 toward becoming a middle-income nation (OECD, 2013). However, local government authorities (LGAs) to achieve this need also need to address on challenges that are due to limited administrative capacity, that hinder their ability to effectively address the needs of their communities.

Technical assistance strategies in LGAs gained momentum during decentralization by devolution, which aimed to empower LGAs through capacity building (REPOA, 2008; Mwakasangula, 2024). The role to implement reform measures was established at central, regional and council levels. This was the responsibility of both local and central government (URT, 1998). Apart from the Local government Reform Program that introduced technical assistances, enactment of the Public Service Act in 2004, followed Public Service regulations, 2024, Standing Order for Public Service (2009), Public Employee Training Policy (2013), and Public Service Regulations (2022). Introduction of Open Performance Review Appraisal System (OPRAS) in 2004. All of these were some of the efforts directed to public institutions to make employee acquired with different skills, knowledge and capacities in order to implement their dairy duties effectively. Likewise, the government introduced Urban Performance grant (ULGSP) for urban local government's authorities a program that was financed by World Bank Lee, et al (2022). The program aimed to build capacity of urban LGAs in areas of project management, revenue collection, financial management and governance as whole. It proved a noticeable improvement in different areas of revenue collection (Lee at al 2022). But again, some measurable output was also reported during LGRP as result of technical assistance in areas of planning, budgeting and financial management (Repoa, 2008).

However current reports issued by The Controller and Auditor General (CAG) in Tanzania over five consecutive years ending June 30, 2023, raise several opinions on whether MDG

and the 2025 development vision can be achieved (URT, 2023). There are fluctuations in employee performance practices and a lack of commitment across most LGAs over the years. This is because of noticeable lack of engagement and commitment of most employees to the local communities they serve. Low level of commitment and involvement is, in most cases, attributed to shortcomings on the part of the government, particularly in technical assistance (Suta, 2020). As the results, most employees in Tanzanian LGAs are showing low commitment to their work objectives. They are not committed to the achievement of LGAs' goals (Mwakasangula, 2024). In these situations, technical assistance like mentorship, coaching, exchange programs, is required to improve employee performance in Tanzania Local government authorities (Okunade et al, 2023; Kumar et al, 2023; Wikstrom et al, 2023).

Technical assistance is widely believed to enhance employees' knowledge, skills, and competencies. Despite, the recognition that technical assistance is critical to institutional success, most local government authorities invest minimally in structured technical assistance initiatives (Rugeiyamu, 2024). Nevertheless, in most local government settings, there is a gap between the implementation of technical assistance programs and measurable improvements in employee performance (Masumbuko, 2022; Shaban, 2024). This is caused by factors such as the relevance, frequency, and quality of training, as well as employee engagement and organizational support, appear to influence outcomes significantly.

This study aimed to address the ambiguous and inconsistent impact of technical assistance initiatives on employee performance in Tanzanian local government authorities. In particular, it seeks to examine whether mentorship, coaching and employee exchange programs, contribute to significant improvements on employee performance. Performance as (dependent variable) will be assessed through indicators such as efficiency, productivity, timely execution of work, compliance to instructions, service delivered, employee motivation, rules compliance and the identification of factors that hinder performance. On other side of technical assistance as independent variable will be measured by on the job- training as coaching, mentorship, exchange program, job rotations and apprenticeship. Without a clear understanding of how these initiatives influence outcomes, local governments risk allocating substantial amount resources to areas that do not effectively enhance performance, potentially undermining governance quality and public satisfaction.

2. Literature Review

A. Mentorship

Mentorship is a developmental partnership through which one person shares knowledge, skills, information, and perspective to foster the personal and professional growth of someone else Johnson, (2002) the other definition is by Onyia et al. (2019) who defined mentorship as a traditional relationship of a senior and more experienced person (the mentor) and a junior or less experienced person (the protégé/mentee) to teach the junior employee about his or her

job. This aims to introduce the junior employee to contacts, to orient the employee to the industry and the organization, and to address social and personal issues that may arise on the job. It consists of sharing experience, listening with empathy, developing insight through reflection and professional friendship (Murrell, et al, (2021).

Different studies have been conducted on mentorship and employee performance in different contexts, organisations and countries (Walbe, 2020;). Odunayo (2022) did a study on the effect of mentoring on employee performance of selected small and medium-scale enterprises in Lagos State, Nigeria. The study was anchored in Equity theory. The study used a survey research design. The unit of analysis was owners/managers of registered SMEs in Lagos State. A sample of 370 owners/managers (respondents) was selected through simple random sampling. The study found that through Apprenticeship training, employee can improve their productivity. In addition, the study found that coaching having significant influence on Employee Commitment. Furthermore, the study found that through employee orientation, employees can improve their citizenship behavior in the organization. It is recommended that the supervising agency of selected oil and gas upstream companies in Nigeria develop policy guidelines aimed at expanding and improving the efficiency of the companies to facilitate high organizational outcomes through capability divestiture.

B. Coaching

Coaching is a structured, goal-oriented process where a coach supports and facilitates an individual's learning, development, and performance improvement. It more focused on enhancing specific skills, achieving professional goals, and unlocking a person's potential through questioning, feedback, and action planning. This is a collaborative, solution-focused, results-oriented and systematic process in which the coach facilitates the enhancement of work performance, life experience, self-directed learning, and personal growth of the individual coached Grant, (2003).

Coaching in a conceptual context, which is related to the behavior of "starting the structure" of the leader as it relates to the focus of performance improvement set and regulated by the Coach the role and goals for their employees (Susanto, & Sawitri, 2022). Coaching enables managers to act as knowledge brokers helping their team members to access team-level architectural knowledge, that is, a body of context-specific knowledge residing within each team member.

Currie & White, (2012) did a study on how managerial coaching promotes employees' affective commitment and individual performance. The sample was 198 employees from diverse organizations, used online survey, respondents assessed their managers' coaching skills and reported their performance and affective commitment to their organization. The findings indicated that managers' coaching skills have a positive impact on individual performance and affective commitment.

C. Job Rotation

Job rotation is a management technique that assigns

employees to various jobs or departments over time to develop their skills, increase flexibility, and reduce boredom Campion et al, (1994). Job rotation is a lateral transfer of an employee between jobs within a company, which is frequently used as a means to develop employees, learn about their abilities as well as motivate them.

Job rotation is the practice of moving employees between different tasks to promote experience and variety. Its aim is to expose employees to different experiences and broaden their skills by working in various positions (Dessler, 2020). Job rotation as the process of switching a person from one occupation to another in the same organization with an aim of aggregating an employee's potential capability and the organization's value (Halawi & Haydar, 2018).

Cherotich et al, (2021) did a study to assess the relationship between job rotation and employee performance in Level Four Hospitals operating within the South-Rift Region in Kenya. It was anchored on human capital theory, knowledge-based theory and social learning theory. Correlational and survey research designs were employed with a sample size of 249 determined while a stratified simple random sampling method used to pick the respondents. Data was collected by a structured questionnaire. Descriptive statistics comprising mean and standard deviation were used to categorize data while the study hypothesis was tested using the correlation coefficient. The findings were presented in form of tables. The study established that job rotation had a moderate relationship with employee performance.

1) Social Learning Theory

Albert Bandura propounded a Social Learning Theory in 1977. The theory is based on the assumption that employees' performance can be improved by observing what others do, imitating, and modeling. Through observation, people learn to perform functional skills by watching others. He believed that employees would add knowledge through stages starting with observational learning (modeling). Considered that people learn new behaviors by watching others (models), especially those they consider role models (e.g., parents, teachers, peers, media figures). The second stage is imitation and modeling means after observing a behavior, individuals may imitate it if they see the model being rewarded (vicarious reinforcement).

Social learning theory believes in Vicarious Reinforcement that if someone else is rewarded for a behavior, the observer is more likely to imitate it. To do all these, one must pay attention to the behavior of the model to learn. Last is retention observed behavior and be remembered to be replicated later and be reproduced (Bandura, 1977). Based on this theory, technical assistance is taken as a variable to study its effects on employee performance.

Social Learning theory addresses the challenges of learning in the work environment. By fostering environments where employees can observe and emulate positive behaviors, LGAs can improve service delivery through employee performance. This was related to this study, and the same was inquired in local government authorities to see its relationship in different environments.

D. Empirical Review

Several scholars have reported of the importance of technical assistance on employee performance. Harmancı & Büyükbaş (2020) studied the effect of team-member exchange on employees' performance in a manufacturing firm in Kayseri, Turkey. The sample size was 403 respondents, and data were collected using questionnaires and analyzed using descriptive statistical analysis, correlation, using regression analysis. The results of the correlation analysis revealed a significant correlation between team-member exchange and employee performance. The study recommended team member exchange as technical assistance as an appropriate employee performance strategy.

This study differs from the current study in terms of the context of the study, where this was a business entity, while LGAs are public institutions. Again, it was limited to the study units of just team exchange program. This study added other units of mentoring, job rotation, and coaching to extend more understanding. Methodological issues in data analysis, where multiple regression is used, also contribute to the gap. Therefore, further issues of technical assistance need to match with the important requirements to achieve employee performance are picked for further investigation by the current study.

Oduwayo (2022) did a study on the effects of mentoring on employees' performance in selected small and medium-scale enterprises in Lagos State. The sample size was 370 respondents, and data were collected using a structured questionnaire and analyzed using inferential statistics with the help of the Statistical Package for Social Sciences, version 26.0. The result found that mentoring had a significant influence on Employee Commitment. The study recommended that SME owners in Nigeria encourage mentoring of their employees through apprenticeship, coaching, and orientation to improve employee performance.

Technical assistance through apprenticeship, coaching, and orientation proved to improve employee performance. This study is relevant to the local government setting in Tanzania. This study used multiple regression analysis measuring correlation of variables. But again, the area of the study is quite different from LGs. This study intended to bridge this gap. Furthermore, the study used just one variable of mentoring leaving other variable of technical assistance behind. By including other areas of study like team exchange program, job rotation and secondment add more knowledge on understanding this relationship.

Kisokola et al (2024) did a study to examine the effect of on-the-job training (technical Assistance) on employee performance at the President's Office Public Service Management and Good Governance (PO-PSMGG) in Dodoma. Data were collected using questionnaires with a sample of 189 respondents and five key informants by interviews. It was analyzed by frequencies, percentages, multiple linear regression, and content analysis. The results revealed that coaching had a positive yet minimal effect on employee performance, and mentorship emerged as a significantly more robust contributor to employee performance. The study

concluded that mentorship is the most influential factor for improving employee performance. The study recommended that organizations invest in comprehensive coaching programs, establish formal mentorship initiatives, encourage job rotation practices, and consistently assess the effectiveness of coaching. Mentorship, Coaching, and job rotation strategies are variables to technical assistance.

With these findings, this study is relevant to the LGA setting to see how technical assistance contributes to employee performance using different data collection approaches and analysis. Data collection by a closed questionnaire and analyzed by regression analysis provides a gap in this study. Again, unity of studies was one-on-the-job training. This study added mentoring, employee exchange program, secondment and coaching to gain more insight into this relationship.

E. Conceptual Framework

Ernest (2016) indicated that SMEs needed technical assistance in marketing, product labeling, project preparation, financial control, and quality improvement. Ofobruku (2016) reported a positive relationship between technical assistance and employees' performance as the programs used to enhance employees' skills, knowledge, and experience. Harmancı & Buyukbas (2020) recommended team exchange as an employee performance strategy. Oduwayo, (2022) on the study of the effect of mentoring on employee's performance recommended mentoring. Kisokola et al (2024) recommended coaching programs. Technical assistance in this study measured using programs such as employee exchange, mentoring, Secondment, in-house training, job rotation, apprenticeship and coaching. Employee performance measured by meeting targets, legal compliance, commitments, meeting deadlines, meeting standards, quality timely completion of works However, there are few studies on the contributions of technical assistance on employee performance, particularly in Tanzanian LGAs. To gain more insight into the contribution of technical assistance to employee performance. It is therefore hypothesized by *H₁* there is a significant relationship between technical assistance and employee performance.

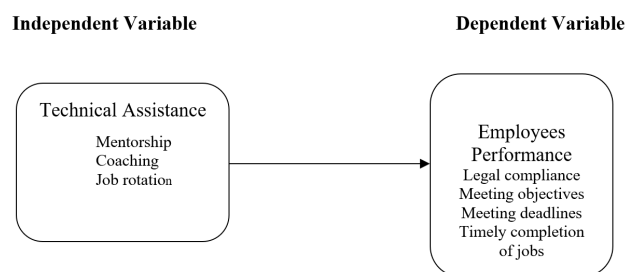


Fig. 1. Conceptual framework

3. Methodology

The study used a positivist research philosophy as it arises from a hypothetical deductive process that validates former hypotheses that are habitually stated quantitatively. A research approach refers to the overall plan and strategy chosen by the researcher to conduct a study, including the methods of data collection, analysis, and interpretation. Based on this my study

used a deductive research approach as it is appropriate for a quantitative study. This guide guided on how the problem was explored and how the research questions or hypotheses were addressed (Whitehead, 2024). Based on this study, an explanatory research design was used to explain the effects of research variables by testing theories and ideas from the literature to determine the relationship between variables. Saunders (2009) argued that explanatory research is designed to assess the causal-effect relationship of variables. The study area was four local government authorities of Mwanza City Council, Ilemela Municipal, Tarime Town Council and Ngara District Council, selected by a multi-stage cluster sampling approach. Primary data were collected using structured questionnaire where 388 respondents were selected randomly and 317 were items used in analysis. Collected data were analyzed using descriptive statistical analysis and linear regression analysis using the Statistical Package for Social Sciences (SPSS) software (version 27). Analyzed by linear regression by testing descriptive and inferential statistics correlation and coefficient to identify the existing relationship between independent and dependent variable. SPSS is a tool easy to acquire and widely used and it is consistent. The following linear model of the relationship between technical assistance and employee performance was delivered as follows:

$$Y_0 = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \varepsilon$$

Where:

Y_0 = Employee performance, X_1 = Mentorship, X_2 = Coaching, X_3 = Job rotation, β_0 = Constant, β_1 , β_2 and β_3 = Are Coefficients of the regression equation and ε = Probable error of the regression.

4. Results and Discussion

The study was found reliable variables since Cronbach's Alpha of =0.838, which is very good internal consistency. In area of analysis, 14 items of the questionnaire or scale were highly correlated, thus reliably measuring the same underlying concept coefficient for standardized items for overall study tool, as shown in Table 1 below. It is typically vary between 0 and 1, where 0 indicates no relationship among the items on a given scale, and 1 indicates absolute internal consistency. Alpha values above 0.7 are generally considered acceptable and satisfactory, above 0.8 are usually considered very good, and above 0.9 are considered to reflect exceptional internal consistency. The study found it a very reliable variable since the Cronbach's coefficient for standardized items for the overall study tool was 87%, as shown in Table 1.

Table 1
Reliability statistics

| Cronbach's Alpha | N of Items |
|------------------|------------|
| .838 | 14 |

A. Validity Statistics

The KMO and Bartlett's Test assess how suitable the data are for factor analysis. The (KMO) Measure of Sampling Adequacy was 0.848, which is considered "very good" this indicate that

the sample was adequate for factor analysis, with a high proportion of variance likely to be common variance. Bartlett's Test indicated a Chi-Square value of 3350.147 with 378 degrees of freedom and a significance level of 0.000, which indicate the factor analysis is appropriate for dataset. These results proved that the dataset was appropriate for conducting exploratory factor analysis based on the correlation matrix.

Table 2
KMO and Bartlett's test

| KMO and Bartlett's Test | | |
|---|--------------------|----------|
| Kaiser-Meyer-Olkin Measure of Sampling Adequacy | | .848 |
| Bartlett's Test of Sphericity | Approx. Chi-Square | 3350.147 |
| | df | 378 |
| | Sig. | .000 |

B. Technical Assistance

Table 3 summarizes descriptive statistics of seven items (TA1 to TA7) of technical assistance, based on responses from 317 respondents. The mean scores 3.77 to 4.01, indicating a generally positive perception of the technical assistant aspects among respondents. The highest mean is observed in TA5 (4.01), which is (job rotation), suggesting strong agreement or satisfaction with that item, while TA3 (3.77), which is (secondment), has the lowest mean, though still indicating moderate agreement.

Standard deviations =0.790 to 1.043, showing moderate variability, with TA6 (coaching) having the least variability (most consensus), and TA3 the highest (more varied opinions). Overall, the results reflect a consistently favourable view of technical assistance practices, with a relatively high average mean of (3.92) and low standard deviation (0.94,) implying that the TA1–TA7 factors are positively and consistently perceived by employees to contribute to employee performance. From descriptive statistics, relating to technical assistance in LGAs, findings in Table 3 indicated that technical assistance was important has significant effect on employees' performance.

Table 3
Descriptive statistics of technical assistance measurements

| Variables | Mean | Std. D |
|-------------------------|------|--------|
| Exchange programs (TA1) | 3.90 | .971 |
| Apprenticeship (TA2) | 3.89 | .983 |
| Secondment (TA3) | 3.77 | 1.043 |
| On job training (TA4) | 3.98 | .951 |
| Job rotation (TA5) | 4.01 | .924 |
| Coaching (TA6) | 3.99 | .790 |
| Mentorship (TA7) | 3.91 | .940 |

C. Employee Performance

Table 4 presents descriptive statistics for seven items (EP1 to EP7) of employee performance, based on responses from 317 respondents. The mean scores range from 4.18 to 4.38, indicating a strong and consistent agreement with the statements, suggesting that employees are generally perceived to perform well. The highest mean is found in EP6 (4.38), reflecting the most favourable perception, while EP1 and EP3 (4.18) have the lowest, though still high. The standard deviations, which ranged from 0.682 to 0.879, show low to moderate variability, indicating a fair level of agreement among

respondents. Overall mean of 4.26 and SD of 0.78, the data reflect a positive and consistent perception of employee performance, with minimal variation in responses. From descriptive statistics, relating to employee performance in LGAs findings in Table 4 indicated that technical assistance was important in enhancing employee's performance.

Table 4

| Descriptive statistics employee performance measurements | | |
|--|------|----------------|
| Variables | Mean | Std. Deviation |
| Completing duties on time (EP1) | 4.18 | .780 |
| Hard working (EP2) | 4.22 | .858 |
| Never neglects jobs (EP3) | 4.18 | .824 |
| Commitments to objectives (EP4) | 4.34 | .682 |
| Compliance to laws (EP5) | 4.30 | .722 |
| Coordination with fellow (EP6) | 4.38 | .685 |
| Handling extra duties (EP7) | 4.23 | .879 |

Source: Researcher (2025)

D. Coefficient Relationship of Technical Assistance and EP

The relationship of technical assistance based on how it affects employees' performance was measured by linear regression analysis. Technical Assistance has an effect of ($\beta = .227$). The t-values and corresponding significance levels (Sig.) further confirm the strength and statistical validity of these relationships.

The findings of the ANOVA table, shows an F-value of 39.022 with a p-value (Sig.) level of .000, indicating that the overall regression model is highly significant. This means that (Technical Assistance) explain a significant portion of the variance in the dependent variable. Technical Assistance $\beta = 0.227$, $p = .000 \rightarrow$ highly significant. Therefore, technical assistance has a positive effect on employee performance in Tanzanian local government authorities.

E. Hypothesis test

H0₁: There is no significant relationship between mentorship and employee performance.

Ha₁: There is a significant positive relationship between mentorship and employee performance.

H0₂: There is no significant relationship between job rotation and employee performance.

Ha₂: There is a significant positive relationship between job rotation and employee performance.

H0₃: There is no significant relationship between the exchange program and employee performance.

Ha₃: There is a significant positive relationship between the exchange program and employee

In multivariable regression analysis, the P-value was less than 0.05 ($p = 0.000$), as indicated in Table 5. Therefore, the

null hypothesis (H0) was rejected both three hypotheses and the alternative hypothesis (Ha) was accepted; thus, at the ($p=0.000$) level, we have enough statistical evidence to conclude that technical assistance has a positive and statistically significant influence on employee performance in local government authorities. Table 6 shows the results of hypothesis testing.

F. Correlation Analysis Results

The correlation results show a consistently positive, though varying, set of relationships among the seven technical assistance-activity dimensions (TA1-TA7). Every coefficient is above zero, meaning that higher scores on one technical assistance aspect tend to coincide with higher scores on the others. The strongest associations cluster around practical, technical assistance elements: TA5 ("Job rotation") correlates highly with TA6 ("Coaching") at $r = 0.494$, and TA6 correlates solidly with TA7 ("Mentorship") at $r = 0.400$. Likewise, the design-and-delivery pairings of TA2 ("apprenticeship") with TA3 ("Secondment") and TA3 with TA4 ("on-the-job training") show sizable links ($r = 0.457$ and $r = 0.436$, respectively). All of these are significant at the 0.01 level, underscoring that they are unlikely to have arisen by chance in this sample of 317 employees.

At the lower end, the relationships, while still significant, are weaker: TA1 ("employee exchange program") shows only modest ties with TA6 (coaching) ($r = 0.176$, $p < 0.01$) and TA2 with TA6 ($r = 0.129$, $p < 0.05$). This suggests that although leadership support and initial needs analysis provide an essential backdrop, they are less tightly coupled with hands-on coaching once technical assistance is underway.

Overall, the pattern suggests two broad clusters: planning/design employee exchange programs and coaching and implementation/follow-through job rotations, as well as inviting a mentor, which are internally coherent yet still interlinked, highlighting the importance of both strategic preparation and post-training reinforcement in driving an integrated training program. However, this correlation does not establish causation; these findings identify co-movement among factors rather than direct cause-and-effect pathways.

This result indicates the relationship that Technical Assistance practices such as mentorship, coaching, and job rotation have a contribution on employees' performance since p values were found to be less than 0.05. Triangularly, correlation analysis supported this finding as it revealed that there was a highly significant positive correlation between technical assistance and employees' performance (*Pearson Correlation Coefficient = 0.417; P-Value = 0.000*).

Findings indicate that technical assistance practices had

Table 5
Coefficients for TA against EP in LGAs

| Model | Unstandardized Coefficients Beta | Standardized Coefficients Beta | t | Sig. |
|--------------|-------------------------------------|-----------------------------------|--------|------|
| 1 (Constant) | 15.515 | | 11.220 | .000 |
| Technical | .227 | .253 | 4.654 | .000 |

Table 6
Hypothesis testing

| Hypothesis | Results | Decision | | Implication |
|------------|---------------------------------------|----------|--------|---------------------|
| | | Ho | Ha | |
| For TA | P-value ($p = .000$) less than 0.05 | Reject | Accept | Significant effects |

positive and significant effects on employees' performance. These findings justify that technical assistance practices in LGAs contribute to employees' performance. They are supported by social learning theory, which emphasizes that employees are ready to learn through imitating and modeling. Likewise, results prove a study done by Harmancı & Büyükbaş (2020) on the effect of team-member exchange on employees' performance in a manufacturing firm in Kayseri, Turkey. Another study that supports this is study made by Odunayo (2022) on the effect of mentoring on employees' performance in selected small and medium-scale enterprises in Lagos State. Similarly, to the study made by Kisokola et al (2024) to examine the effect of on-the-job training (technical Assistance) on employee performance at the President's Office Public Service Management and Good Governance (PO-PSMGG) in Dodoma. All three findings proved a significant and positive relationship between technical assistance practices to employee performance. With regards to the discussion and findings the hypothesis that H₁: There is a significant relationship between Technical Assistance and employee performance was accepted in this study.

Table 7
Pearson correlation

| Variables | TA1 | TA2 | TA3 | TA4 | TA5 | TA6 | TA7 |
|-----------|--------|--------|--------|--------|--------|--------|-----|
| TA1 | 1 | | | | | | |
| TA2 | .523** | 1 | | | | | |
| TA3 | .412** | .457** | 1 | | | | |
| TA4 | .392** | .350** | .436** | 1 | | | |
| TA5 | .237** | .206** | .294** | .317** | 1 | | |
| TA6 | .176** | .129* | .274** | .282** | .494** | 1 | |
| TA7 | .260** | .362** | .385** | .352** | .336** | .400** | 1 |

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

* Correlation is significant at the 0.05 level (2-tailed).

5. Conclusion and Recommendations

A. Conclusion

Based on the findings, technical assistance items mentoring, coaching, job rotation, significantly enhances employee performance in LGAs. These practices foster knowledge sharing, skill transfer, and experiential learning, consistent with Social Learning Theory, which emphasizes learning through observation and interaction. The empirical evidence from this study, supported by related research across different sectors and countries, confirms the value of technical assistance in boosting employee performance. Thus, LGAs should institutionalize these support systems as part of their human resource development strategies to sustain performance improvement and adapt to the evolving workplace environment. These underscore findings of the study on technical assistance have an effect on employee performance in Local government authorities in Tanzania.

B. Recommendations

Considering the study's findings, literature review, and subsequent conclusions, the study recommends LGAs' management calls for plans and strategies that would help to support the application of financial resources to encourage employee performance. To support employees who implement

several activities at both levels by giving them the required skills to improve service delivery. Make technical assistance mandatory to every employee by conducting capacity building needs assessments in LGAs. Establish a unit in LGAs to deal with capacity building to employees.

The results affirm that variables associated with technical assistance form an appropriate model for explaining employee performance intentions. Furthermore, these findings offer valuable insights for various stakeholders, such as local government policymakers, planners, administrators, and the general public, by highlighting the need to develop and implement policies for institutionalizing knowledge transfer practices across all Local Government Authorities (LGAs). Consequently, the study recommends that LGAs adopt a comprehensive and formal mentoring program, complete with the necessary frameworks, management guidelines, and enhanced enforcement measures. It also urges a stronger commitment of resources to support technical assistance activities to improve employee performance in Tanzanian local government authorities.

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