

HUMAN RESOURCE MANAGEMENT PRACTICES,
PERCEIVED ORGANISATIONAL SUPPORT,
TRUSTWORTHINESS, AND JOB SATISFACTION OF
EMPLOYEES IN PUBLIC TRANSPORTATION
PARASTATALS IN TANZANIA

By

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DEDICATION

To my family: my late wife, Angela Jorojick, and our daughters, Alice and Agnes. My father, Mr. Dunstan Bendera and my late mother, Angelina Mbwana. My sisters, Jane and Catherine. My brothers, Godfrey, Henry and Michael. Your love, care, and prayers, as well as countless sacrifices, are reflected throughout this work.

ABSTRACT

HUMAN RESOURCE MANAGEMENT PRACTICES, PERCEIVED ORGANISATIONAL SUPPORT, TRUSTWORTHINESS, AND JOB SATISFACTION OF EMPLOYEES IN PUBLIC TRANSPORTATION PARASTATALS IN TANZANIA

Ernest Dastan Bendera

Tanzania's public transportation parastatals struggle to achieve job satisfaction due to poor implementation of HRMP, which negatively affects their performance. This study aimed to examine the impact of HRMP on job satisfaction within public transportation parastatals in Tanzania. It also examined the mediating role of perceived organisational support (POS) in the relationship between HRMP and job satisfaction and the moderating effect of managers' trustworthiness on the relationship between POS and job satisfaction.

The study employed social exchange theory to develop the conceptual model and collected data from 372 employees across six underperforming parastatals in six zones in Tanzania, using a simple random sampling technique. Quantitative data were gathered through self-administered questionnaires utilizing a drop-off and pick-up approach. The direct and indirect relationships between the predictor, mediator, and moderator variables were analysed using Partial Least Squares Structural Equation Modelling.

The results indicated that three HRMP dimensions - training and development, performance appraisal, and compensation and benefits - positively and

significantly influenced job satisfaction. However, no significant relationship was found between recruitment and selection practices and job satisfaction. Additionally, all four HRMP dimensions - recruitment and selection, training and development, performance appraisal, and compensation and benefits - positively and significantly influence POS. Furthermore, POS demonstrated a positive and significant relationship with job satisfaction.

The study revealed that POS partially mediated the positive relationship between three HRPM variables (except recruitment and selection) and job satisfaction, while it fully mediated the relationship between recruitment and selection and job satisfaction. Moreover, the study found that managers' trustworthiness moderated the positive relationship between POS and job satisfaction; increased trustworthiness strengthened this relationship, while decreased trustworthiness weakened it.

The findings contribute to the HRM literature by providing empirical evidence on the direct, mediation, and moderation effects of the variables studied. Additionally, the study offers valuable insights to policymakers and parastatal managers who are interested in addressing job satisfaction issues within Tanzania's public transportation sector.

KEY WORDS: Human Resource Management Practices; Perceived Organisational Support; Trustworthiness; Public Parastatals; Tanzania

Subject Area: HD58.7-58.95 Organizational behavior, change and effectiveness. Corporate culture

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LIST OF ABBREVIATIONS

AVE	Average variance extracted
CB	Compensation and benefits
CB-SEM	Covariance-based structural equation modelling
CD	Career development
CI	Confidence intervals
CVI	Content Validity Index
DART	Dar es Salaam Rapid Transit Agency
DV	Dependent variable
HPWP	High-performance work practices
HRMP	Human resource management practices
HRP	Human resource planning
HTMT	Heterotrait-monotrait
I-CVI	Item Content Value Index
IV	Independent variable
JS	Job satisfaction
LM	Linear regression modelling
MAE	Mean absolute error
PA	Performance appraisal
PLS	Partial least squares
PLS-SEM	Partial least squares structural equation modelling
POS	Perceived organisational support
RMSE	Root-Mean-Square Error
RS	Recruitment and selection
SEM	Structural equation modelling
SD	Standard deviation
SRMR	Standardised root mean square residual
TD	Training and development
TEMESA	Tanzania Electrical, Mechanical, and Electronics Services Agency
VAF	Variance accounted for
VIF	Variance inflation factor
WE	Work Engagement

LIST OF SYMBOLS

R^2	Coefficient of Determination
Q^2	Predictive Relevance
f^2	Effective Size
X	Direct Effect
Y	Indirect Effect
Z	Total Effect
α	Cronbach's alpha
>	More Than
<	Less Than

CHAPTER ONE

INTRODUCTION

1.1 Introduction

This chapter provides an overview of the significance of human resources management practices (HRMP) and job satisfaction, globally and within the context of public transportation parastatals in Tanzania. It outlines specific research questions and objectives designed to address various research issues and problems. The chapter highlights the unique contributions of the study to policymakers and the literature. Additionally, it offers definitions of key terms used in the research, discusses the scope of the study, outlines the organisation of the entire thesis, and concludes with a summary of the chapter.

1.2 Background of the Study

Job satisfaction refers to the level of happiness employees feel regarding their jobs and work environment (Ahmad et al., 2023; Daneshmandi et al., 2023; Erine & Juliana, 2024; Fitriani et al., 2024; Lay Raby et al., 2025). Over the past two decades, job satisfaction has emerged as a significant concern for organisations worldwide (Hartika et al., 2023; Kassim & Onyango, 2022; Maharmeh, 2021; Mongi, 2020). This concern has been driven by challenges associated with globalisation, technological advancements, increased competition, and shifting customer preferences (Maharmeh, 2021; Moorhead & Griffin, 2019; Winkelhaus et al., 2022). Despite its importance, many

organizations struggle to ensure that employees perform their jobs satisfactorily (Mongi, 2020; Mwita, 2025; Robbins, 2019).

Job satisfaction is strongly linked to both employee and business performance (Ateeq et al., 2023; Ardianto et al., 2024; Aziz et al., 2024; Subroto et al., 2023; Hauret et al., 2022; Khan & Iqbal, 2020; Maharmeh, 2021). Each satisfied employee contributes unique abilities that enhance other organisational resources (Andreas, 2022; Katebi et al., 2022). To effectively manage employee job satisfaction, robust human resource management practices are essential for recruiting, training, appraising, and rewarding skilled employees (Aung et al., 2023; Haitao, 2022; Lee et al., 2022).

Human resource management is a systematic approach to attracting, developing, managing, and securing the commitment of an organisation's most valuable resource: its human capital (Saleem et al., 2024; Katebi et al., 2022; Kess-Momoh et al., 2024; Rahaman & Uddin, 2022). Successful implementation of human resource management practices tends to enhance employee job satisfaction, resulting in happier, more loyal, creative, and engaged employees. These employees typically experience fewer grievances, absenteeism, accidents, turnover intention, and tardiness, all of which contribute to improved organisational performance (Ateeq et al., 2023; Ardianto et al., 2024; Aziz et al., 2024; Subroto et al., 2023; Hauret et al., 2022; Inayat & Khan, 2021; Khan & Iqbal, 2020; Maharmeh, 2021; Mazhiyeva, 2020; Mongi, 2020).

In Tanzania, the Employment and Labour Relations Act, 2019 (Employment and Labour Relations, 2019- rev. ed.) and the Workers' Compensations Regulations, 2016 (WCR, 2016) have been established to protect employees' rights and well-being [The United Republic of Tanzania, Employment and Labour Relations Act, 2019; WCR, 2016]. However, despite these legal and institutional frameworks, employees in public organisations in Tanzania, including public parastatals, show low levels of job satisfaction (Kisumbe, 2019; Manento, 2020; Matimbwa & Masue, 2019).

The poor implementation of human resource management practices is a significant factor contributing to low levels of job satisfaction and, consequently, poor business performance in parastatal institutions (Kweka & Sedoyeka, 2014; Mollel et al., 2017; Mongi, 2020; Mwakatumbula et al., 2016; Mwita & Andrea, 2019; Mwita & Mwakasungula, 2020 and 2021, Office of Treasury Registrar-Office of the Treasury Registrar, 2022; 2023; The United Republic of Tanzania, Controller and Auditor General, 2023; 2024).

Apart from poor implementation of human resource management practices, other problems that are connected to the job satisfaction issue in these parastatals include low perceived organisational support (Msuya, 2023) and managers' trustworthiness (Julius, 2020). In this study, perceived organisational support is examined as an important mediator in the relationship between human resource management practices and job satisfaction. Meanwhile, managers' trustworthiness is examined as a moderator between perceived organisational support and job satisfaction. Detailed explanations

and justifications for examining perceived organisational support and managers' trustworthiness are provided in the statement of the problem.

The following sub-chapters will further discuss human resource management practices in Tanzanian public parastatals, employee job satisfaction, and other potential determinants that warrant further examination.

1.2.1 Development of Public Parastatals in Tanzania

The Arusha Declaration of 1967 introduced a national policy aimed at promoting social and economic development in Tanzania (Ajayi, 2010; Bagachwa et al., 1992; Campbell et al., 2019; Moshi, 1980). The Arusha declaration outlined "Ujamaa policy", which means "family-hood" (Nyerere, 1968). It is a socialist development ideology which emphasises shared ownership of resources, solidarity and equality in all aspects, self-reliance, rural social, economic development and nationalization of all primary means of production (Coulson, 2013; Hyden, 1980; Nyerere, 1968).

Further, the policy established parastatal institutions - government-owned entities - designed to advance the country's social and economic progress (Campbell et al., 2019; Moshi, 1980; World Bank, 1988). Public parastatals were key to executing Ujamaa policies across the country to facilitate the nationalisation of companies, enhancing state-driven economic growth and jobs and service delivery (Kirya, 2019; Mukandala, 2000). Particularly during the late 1960s and the beginning of the 1980s, Ujamaa had a significant impact on human resource management (HRM) in Tanzania's public parastatals.

Ujamaa's emphasis on socialist values such as self-reliance, equity, and shared ownership had a direct impact on how individuals were hired, trained, developed, and managed in government institutions, including public parastatals. For example, some human resource management practices, such as recruitment and selection, training and development, etc., were based more on “ideological loyalty” rather than meritocracy (Coulson, 2013; Hyden, 1980; Kirya, 2019; Mukandala, 2000).

In Tanzania, public parastatals are established through one or more acts of parliament, and the government owns at least 51 percent of each firm’s shares (Bagachwa et al., 1992; Campbell, Stein, & Samoff, 2019; World Bank, 1988). These institutions encompass various entities, including commercial firms, governing bodies, marketing committees, holding corporations, and non-commercial organisations, such as research and educational institutions. In this study, the terms "parastatal institutions," "parastatals," "public corporations," or "parastatal organisations" are used interchangeably.

Many public parastatals in Tanzania were formed under the Companies Ordinance (Cap 212), enacted through parliamentary acts (World Bank, 1988). Additionally, the President of Tanzania has the authority to establish public parastatals under the Public Corporations Act of 1969 (section 4). The Parastatal Organisations (Modification of Management Provisions) Act of 1976 was introduced to ensure the efficient operation of these parastatal organizations. This law empowers the minister of the relevant parent ministry to declare the formation of a parastatal and appoint its board of directors.

Following this, the Public Corporations Act of 1992 was introduced, clarifying the roles of the president and ministers in the formation and management of parastatals.

Parastatal institutions have continued to grow in response to the changing business environment, with 248 public parastatals established across various economic sectors, as reported in the Office of Treasury Registrar operations report for 2021/2022. This growth highlights the vital role these institutions play in enhancing the nation's socioeconomic development (Ajayi, 2010; Campbell et al., 2019; Office of the Treasury Registrar, 2022; 2023).

The government enacts new laws as necessary to effectively govern parastatal institutions. For instance, the National Housing Corporation Act No.2 of 1990 and the Tanzania Telecommunication Corporation Act No. 12 of 2017 were introduced. In 2002, the Office of the Treasury Registrar underwent restructuring to become the Treasury Registrar, gaining greater authority to oversee all public parastatals in Tanzania on behalf of the government (Office of the Treasury Registrar, 2022; 2023). Although there was a 13% increase in the contribution of parastatal institutions (including parastatals in the transportation sector) to the consolidated government fund from 2017 to 2020, this contribution remains modest compared to the accomplishments of central and local governments [The United Republic of Tanzania, National Bureau of Statistics, National Accounts, 2021].

The limited contribution of parastatal institutions to the consolidated government fund can be attributed to poor performance, leading to significant financial losses (Controller and Auditor General, 2021; 2022, 2023, 2024). This lack of performance is linked to low employee job satisfaction (Kweka & Sedoyeka, 2014; Mollel et al., 2017; Mongi, 2020; Mwakatumbula et al., 2016; Mwita & Andrea, 2019; Mwita & Mwakasungula, 2020, 2021; Office of the Treasury Registrar, 2022; Controller and Auditor General, 2023; 2024), prompting the government to implement various measures to address these issues.

For example, from 2000 to 2012, public service reform programs were initiated to enhance transparency and accountability in human resource management practices (The United Republic of Tanzania, President's Office-Public Service Management, 2000). Additionally, the Open Performance Review and Appraisal System was introduced to improve employee management records, compensation, training and development, and performance (Bana, 2009; Mkisi, 2008; Nchimbi, 2019; The United Republic of Tanzania, Presidents' Office-Public Service Management, 2000; World Bank, 2010).

The government introduced a national development agenda known as the "Tanzania National Development Vision 2025," commonly referred to as "Vision 2025." This initiative aims to transform Tanzania into a middle-income country by 2025 (The United Republic of Tanzania, Ministry of Finance and Planning, 2021). Vision 2025 is being implemented through 'The Five-Year National Development Plan,' which began in early 2010. Currently, the plan is

in its third phase, the Third Five-Year National Development Plan, which runs from 2022 to 2025 (United Republic of Tanzania, Ministry of Finance and Planning, 2021). One of the key focus areas of this plan is human resources development, aimed at enhancing the knowledge and skills of employees while fostering their creativity, commitment, motivation, and job satisfaction (The United Republic of Tanzania, Ministry of Finance and Planning, 2021).

According to Prof. Kitila Mkumbo (Minister for Planning & Investment), the government has been able to achieve Vision 2025 by 66% by December 2023. (The Citizen newspaper, December 10, 2023). Remarkable achievements have been realized in the transportation sector (infrastructural development), agriculture, health, industrialization, education, and governance. Also, Tanzania's Human Development Index (HDI) has increased from 0.40 in early 2000 to 0.55 in December 2022 and is projected to be 0.65 by the end of 2025 (The Citizen newspaper, December 10, 2023). On the side of human resource management, several notable achievements have already been witnessed, such as the implementation of human resource information systems (HRIS) in public organisations, including parastatals in the transportation sector. These efforts have digitalised human resource systems, making them more transparent, efficient, effective, and data-driven (Ngulugulu et al., 2023). However, more efforts need to be made to improve HRMP, such as recruitment, training, performance appraisal, and compensation and benefits, to realize Vision's goals and objectives (Bendera et al., 2025; Karia, 2023; Mwita, 2025).

In summary, the government has launched various initiatives to improve the effectiveness and efficiency of parastatal institutions. However, challenges persist, including shortages of financial resources, unskilled employees, bureaucratic obstacles, and a need for greater motivation and commitment among leaders and employees. These issues have hindered the full realization of these reforms (Lufunyo, 2013). Consequently, signs of employee dissatisfaction and poor performance continue to be evident within Tanzanian public parastatals (Kisumbe, 2019; Mongi, 2020; Mwakatumbula et al., 2016; Mwita & Andrea, 2019; Mwita & Mwakasungula, 2020, 2021; Nyenyembe et al., 2016).

1.2.2 Public Parastatals in the Transportation Sector

The transportation sector is the focus of this study due to its essential role in enhancing the social and economic development of citizens in Tanzania. This aligns with Tanzania's Vision 2025, which aims for the country to become a middle-income nation. According to the national economic survey conducted by the Ministry of Finance and Planning in 2022, the transportation sector has experienced rapid and substantial economic growth in recent years, outpacing other sectors (The United Republic of Tanzania, Ministry of Finance and Planning, Economic Survey (URT-MFP-ES, 2023). This remarkable growth was also reported by the United Republic of Tanzania, National Bureau of Statistics (URT-NBS) for three consecutive financial years: 2021, 2022, and 2023 (URT-NBS, 2022, 2023₂ and 2024).

However, the transportation sector's contribution to the gross domestic product (GDP) remains low compared to other industries. For instance, the average annual contribution of the transportation sector to GDP over three consecutive years - 2021, 2022, and 2023 - was only 5.8%, 6.2%, and 7.5% respectively (URT-NBS, 2024). These contributions fall short of those made by agriculture (2021=29.8%; 2022=27.9%; 2023=29.2%), construction (2021=12.9%; 2022=12.9%; 2023=11.3%), mining and quarrying (2021=7.4%; 2022=10.4%, 2023=8.3%), trade and repair (2021=8.7%; 2022=7.7%; 2023=7.8%) and manufacturing (2021=7%; 2022=7.2%; 2023=7.1%) (URT-NBS, 2024).

Given that the transportation sector serves as a backbone for others, employees need to enhance their job satisfaction to improve their work performance and the overall effectiveness of this critical economic sector. Studies indicate that high job satisfaction correlates with elevated work performance (Andreas, 2022; Hauret et al., 2022; Mongi, 2020). Furthermore, boosting employee job satisfaction within public transportation parastatals is vital for competing effectively with private companies in transporting people, goods, and services. This improvement is crucial for driving economic growth in related sectors and assisting the government in achieving Vision 2025.

The study examines employee job satisfaction in six selected parastatals in the transportation sector. These parastatals transport goods and passengers via land, sea, air, and lakes in Tanzania. The selected parastatals include Tanzania Railways Corporation, Tanzania Posts Corporation, Tanzania Electrical,

Mechanical, and Electronics Services Agency, Air Tanzania Limited, and Marine Services Company Limited.

The six selected parastatals are crucial to this study because they have been underperforming in terms of their contributions to the consolidated government fund (CGF), yielding low returns on investment and incurring significant losses of taxpayers' money (Controller and Auditor General, 2023; 2024; Office of the Treasury Registrar, 2022; 2023). Their contributions to the consolidated government fund are minimal compared to other parastatals and government investments (see Table 1).

Table 1

Consolidated Government Fund, Return on Investment, and Losses of Selected Transportation Parastatals

Name of the Parastatal	Contribution to CGF, 2019-2023 (in Millions of Tanzanian shillings)	ROI (%) 2019-2022	ROI (%) 2022-2023	Loss, 2021-2022 (in Millions of Tanzanian shillings)	Loss, 2022-2023 (in Millions of Tanzanian shillings)
1. Tanzania Railways Corporation	1,500.00	0.00		31,000.00	100,700.00
2. Tanzania Posts Corporation	700.00		0.47	895.00	1,340.00
3. Dar es Salaam Rapid Transit Agency	389.00	0.00			
4. Tanzania Electrical, Mechanical, and Electronics Services Agency	0.00				
5. Air Tanzania Limited	0.00	0.00	0.34	35,000.00	56,640.00
6. Marine Services Company Limited	18,993.16	0.00	0.29	9,000.00	

Source: Compiled from Controller and Auditor General, 2023; 2024; Office of The Treasury Registrar, 2022; 2023

Some parastatals have not contributed anything for the past five years, as reported in the Office of the Treasury Registrar's reports for 2022 and 2023. According to the Controller and Auditor General (2023), the financial results for the year 2021/22 showed the following losses: (1) Air Tanzania Company Limited lost Tanzanian Shillings-TZS 35 billion and has been incurring consecutive losses for the past five years; (2) Tanzania Railway Corporation recorded a loss of TZS 31 billion; (3) Marine Services Company Ltd lost TZS 9 billion; and (4) Tanzania Posts Corporation had a loss of TZS 895 million.

The Controller and Auditor General (2023) noted that one reason for the poor performance of these parastatals is the presence of employees who need more skills, experience, motivation, and commitment to carry out their tasks effectively. To address these issues, the Controller and Auditor General recommended that the government enhance employees' skills and implement a performance-based compensation system to motivate them. These recommendations align closely with the current study's research questions, objectives, and hypotheses.

The current study focuses on non-managerial employees working in six public transportation parastatals across six zones in Tanzania experiencing job satisfaction issues, as detailed in subsection 1.3. Managerial employees are excluded from this study because it also examines how employees perceive their managers' trustworthiness as a moderating factor. Further information about the population, sample size, and sampling procedures can be found in Chapter Three (3).

By effectively addressing job satisfaction through the effective implementation of HRMP in these parastatals, employees are expected to work more diligently, thereby enhancing individual and overall organisational performance. Specifically, improving job satisfaction among employees is expected to increase the contributions of parastatals to the Consolidated General Fund (CGF) and the gross domestic product (GDP).

Thus, this study examines how HRMP, perceived organisational support, and managers' trustworthiness can enhance employee job satisfaction within the public transportation parastatals in Tanzania. Specific research questions and objectives are outlined in subsections 1.4 and 1.5, respectively.

1.3 Statement of the Problems

Low job satisfaction can lead to high employee turnover and strained relationships with internal and external stakeholders, ultimately undermining the performance of public parastatals in Tanzania (Jonathan et al., 2013; Karia & Omari, 2015; Kisumbe, 2019; Kisumbe & Mashala, 2020; Massae, 2023; Mollel et al., 2017; Mongi, 2020; Mwita & Andrea, 2019; Mwita & Mwakasungula, 2021). To address this, the study seeks to identify key factors influencing employee job satisfaction in parastatal institutions, particularly within the transportation sector and to collect data to confirm and generalize their impact.

Reports from various stakeholders, including the Controller and Auditor General and the Office of the Treasury Registrar for 2022 and 2023, highlight

the ineffective and inefficient implementation of HRMP, contributing to job satisfaction issues in parastatal institutions. Despite existing institutional frameworks and policies for employee management, these challenges persist. For example, Massae (2023) found that dissatisfaction with training and development programs and inadequate compensation drives higher turnover intentions, prompting many employees to seek better opportunities elsewhere.

It is crucial to examine HRMP implementation issues across four dimensions: recruitment and selection, training and development, performance appraisal, and compensation and benefits. First, in Tanzania's public Transportation parastatals, recruitment and selection procedures are guided by the Public Service Management and Employment Policy (1999). However, implementation challenges such as bias, lack of transparency, and prolonged recruitment processes have been reported (Ahmed et al., 2019; Office of the Treasury Registrar, 2022; United Republic of Tanzania, President's Office-Public Service Commission, 2005). These deviations from established policies, including the institutions' schemes of service, the Chief Secretary's Circular (1994), and the Standing Orders for the Public Service (2009), foster unhealthy practices like favouritism, undermining employee well-being and job satisfaction (Controller and Auditor General, 2024; Office of the Treasury Registrar, 2022, 2023).

Secondly, parastatal institutions need to provide more effective and practical training and development programs. Although guidelines exist in the Public Service Management and Employment Policy (1999, revised 2008) and the

Training Policy for the Tanzania Public Service (2013) (President's Office, Public Service Management, 2013), implementation is often inadequate. Training is frequently conducted without a needs analysis (Changare & Mosoma, 2022; Kisumbe, 2019; Massae, 2023) or, in some cases, not delivered at all (Mwagisa, 2021; Office of the Treasury Registrar, 2022).

Thirdly, the performance appraisal system in public parastatals requires effective implementation to improve employee performance (Mgonja, 2019; Mulisa, 2021; Nchimbi, 2019). Reports from the Controller and Auditor General (2014–2018) indicate that some parastatals lack a written and operational appraisal system, leaving employees unaware of the criteria and measures used to evaluate their performance. In certain cases, performance reports do not correspond with the actual evaluation measures, undermining the system's effectiveness and contributing to employee dissatisfaction (Controller and Auditor General, 2018; Mulisa, 2021; Office of the Treasury Registrar, 2022).

Fourthly, employees in parastatal institutions often feel underpaid relative to their workload, with salaries insufficient to meet living expenses (Christopher, 2022; Kushoka & Surumbu, 2021; Mwakatumbula, Moshi, & Mitomo, 2016; Mwita & Mwakasungula, 2020; Sauwa, 2022). Although employee compensation is addressed in Section 27 of the Employment and Labour Relations Act (2019) and Section 31 of the Workers' Compensation Regulations (2016), poor practices persist. Reports from the Controller and Auditor General and the Office of the Treasury Registrar highlight widespread

non-compliance with approved salary structures and compensation frameworks (Controller and Auditor General, 2024; OTR, 2022, 2023). Additionally, the lack of annual salary increments has exacerbated employee dissatisfaction (United Republic of Tanzania, President's Office-Public Service Commission, 2022).

Previous studies in developed countries have shown that HRMP directly influences job satisfaction and indirectly affects it through perceived organisational support (POS) (Mayes et al., 2016; Pungnirund et al., 2020). A positive mediation occurs when employees perceive their organisation as caring and supportive, as reflected in their POS. POS has also been found to mediate the relationships between deviant behaviours (Malik & Lenka, 2023), HRMP and customer-focused outcomes (Gavino et al., 2021), and to moderate links between knowledge management and collaborative culture (Shehzad et al., 2023), ethical leadership and innovative work practices (Musenze & Mayende, 2023), and employee empowerment and proactive behaviour (Kumar et al., 2022). Despite extensive research on POS, little empirical work has examined its mediating role between HRMP and job satisfaction. Through POS, effective HRMP enhances employee job satisfaction. However, public parastatal employees in Tanzania reportedly experience low POS (Msuya, 2023), highlighting the importance of examining its mediating effect between HRMP dimensions and job satisfaction in this context.

Another issue examined in this study is the perceived low trustworthiness of managers in Tanzanian public institutions, including parastatals, which has

historically affected their reputation (Bana & McCourt, 2005; Julius, 2020). This lack of trust stems from scandals and malpractices such as corruption, favouritism, erosion of work ethics, non-compliance with policies, and neopatrimonialism among managers (Therkildsen, 2000, 2014; URT-PO-PSMGG, 2022). Low managerial trustworthiness can weaken the direct effect of POS on job satisfaction (Ko & Hur, 2014), making trustworthiness a potential moderator in this relationship—a hypothesis examined in the main study. While prior research has explored trustworthiness as a mediator between transformational leadership and citizenship behaviour (Lee et al., 2024), as a moderator between empowerment and organisational identification (Ertürk & Albayrak, 2019), as a dependent variable (Perry & Mankin, 2004), and as an indicator of managerial outcomes (Cho & Ringquist, 2011), empirical evidence on its moderating role between POS and job satisfaction remains limited.

To enhance business performance, parastatal institutions must improve employee job satisfaction through effective recruitment and selection, training and development, performance management and appraisal systems, and compensation and benefits aligned with employees' expectations. The study applied a Social Exchange Theory framework to examine the relationships among HRMP dimensions, POS, managerial trustworthiness, and job satisfaction.

1.4 Research Questions

The following five research questions were developed to address the HRMP, POS, and managers' trustworthiness problems that explain the job satisfaction issue.

- i. How does each human resource management practice, dimensional variable – recruitment and selection, training and development, performance appraisal, and compensation and benefits – relate to employees' job satisfaction in Tanzanian public transportation parastatals?
- ii. How does each human resource management practice, dimensional variable – recruitment and selection, training and development, performance appraisal, and compensation and benefits – relate to employees' perceived organisational support in Tanzanian public transportation parastatals?
- iii. How do employees relate their perceived organisational support to job satisfaction in Tanzanian public transportation parastatals?
- iv. How does employees' perceived organisational support mediate the relationship between human resource management practices and job satisfaction in Tanzanian public transportation parastatals?
- v. How does managers' trustworthiness moderate the relationship between employees' perceived organisational support and job satisfaction in Tanzanian public transportation parastatals?

1.5 Research Objectives

Generally, this study aimed to evaluate the direct and indirect effects of HRMP on job satisfaction within Tanzanian public transportation parastatals. Additionally, it examined the mediating role of POS in the relationship between each HRMP dimension and job satisfaction. The study also examined the moderating role of trustworthiness in the relationship between POS and job satisfaction. The specific objectives are as follows: -

- i. To examine the direct positive effects of each human resource management practice dimensional variable – recruitment and selection, training and development, performance appraisal, and compensation and benefits – on employees' job satisfaction in Tanzanian public transportation parastatals.
- ii. To examine the direct positive effects of each human resource management practice dimensional variable – recruitment and selection, training and development, performance appraisal, and compensation and benefits – on employees' perceived organisational support in Tanzanian public transportation parastatals.
- iii. To examine the direct positive effect of employees' perceived organisational support on their job satisfaction in Tanzanian public transportation parastatals.
- iv. To examine the mediation effects of employees' perceived organisational support on the relationship between human resource management practice dimensional variables and job satisfaction in Tanzanian public transportation parastatals.

- v. To examine the moderating effects of managers' trustworthiness on the relationship between employees' perceived organisational support and job satisfaction in Tanzanian public transportation parastatals.

1.6 Study Significance

The results of this study aim to enhance the literature on job satisfaction and offer valuable insights to policymakers for developing better strategies to improve job satisfaction and enhance the overall performance of public parastatals.

1.6.1 For Literature

Most past job satisfaction studies were conducted in Europe, America, and Asia. These studies have examined the direct and indirect effects of HRMP dimensions on job satisfaction in private organisations, such as hotels, schools, businesses, and manufacturing firms (Barkhuizen & Gumede, 2021; Hauret et al., 2022; Maharmeh, 2021; Moorhead & Griffin, 2019; Van Hoek et al., 2020). However, there is limited empirical evidence examining the relationships between HRMP dimensions and job satisfaction in the public sector, especially in public parastatals in developing African countries like Tanzania.

Additionally, an extensive literature review revealed that only two studies had examined the mediating effect of POS on the relationship between dimensions of HRMP and job satisfaction in private organisations in China and Thailand

(Mayes et al., 2016; Pungnirund et al., 2020). This indicates a need for further research on the mediating role of POS between HRMP dimensional variables and job satisfaction, particularly in public organisations. Another study by Ko and Hur (2014) examined the moderating effect of managers' trustworthiness on the relationship between procedural justice and job satisfaction in the United States. Ko and Hur (2014) referred to procedural justice as POS. Although procedural justice and POS are connected, they are distinct concepts. This study aims to examine the moderating role of managers' trustworthiness in the relationship between POS and job satisfaction.

Moreover, limited empirical studies that have examined POS as a mediator between HRMP dimensional variables and job satisfaction and simultaneously examined managers' trustworthiness as a moderator between POS and job satisfaction within a single empirical research study have already been published in indexed journal databases.

Furthermore, few studies in Tanzania have analysed all four dimensions of HRMP within one empirical research framework and have combined an analysis of the direct effects of HRMP dimensional variables, the mediating role of POS, and the moderating role of managers' trustworthiness with job satisfaction.

This study addresses these literature gaps by examining the direct and indirect relationship between HRMP dimensional variables and job satisfaction. It

focuses on the mediating effect of POS and the moderating effect of managers' trustworthiness.

1.6.2 For Policies Planning

To enhance the nation's social and economic development, the Tanzanian government has increased the establishment of public parastatals. Various policies are in place to monitor the administration of these entities. For example, the Public Service Management and Employment Policy of 1999 outlines the recruitment and selection procedures. Despite a revision in 2008, reports have highlighted biased, discriminatory, and non-transparent practices in recruitment and selection. These issues have resulted in hiring based on non-standard criteria (Ahmed et al., 2019; Office of the Treasury Registrar, 2022; United Republic of Tanzania, Presidents' Office-Public Service Commission, 2005).

These malpractices have led to the use of non-standardised and invalid tests during recruitment and the selection process (Ahmed et al., 2019; Office of the Treasury Registrar, 2022; The United Republic of Tanzania, President's Office-Public Service Commission, 2005). Such tests were intended to assess specific skills, competencies, abilities, and knowledge relevant to particular tasks or jobs (Diez et al., 2019; Lee & Nguyen, 2025; Woods, 2024) and to determine candidates' suitability for positions.

While the implementation of this policy is appreciated for addressing malpractices in recruitment and selection, further improvements are necessary. The results of the current study will help policymakers understand employees'

perceptions of credible recruitment and selection practices, facilitating the development of appropriate measures for standardized and valid tests and merit-based selection.

The policy related to manpower training and development is outlined in the Training Policy for the Tanzania Public Service of 2013. However, despite the policy's procedures, the implemented programs have only marginally improved the work skills and knowledge of public parastatal employees (Changare & Mosoma, 2022; Kisumbe, 2019; Mwagisa, 2021; Ngassa, 2020; Office of the Treasury Registrar, 2022; 2023). Poor implementation has resulted in a dissatisfied workforce, as the training and development programs do not effectively address employees' needs. In some parastatals, these programs have not been fully executed (Office of the Treasury Registrar, 2022; 2023). Findings from this study will help policymakers understand employees' expectations for training and development opportunities that enhance their work-related skills and knowledge. Ensuring that training and development programs are based on thorough needs assessments and those adequate resources are allocated will be essential for improving employee satisfaction and enhancing individual and parastatal performance.

The lack of effective implementation and monitoring mechanisms in public parastatals has made the performance appraisal system optional, leading to employee dissatisfaction regarding how their job performance is evaluated (Controller and Auditor General, 2018; Mulisa, 2021; Office of the Treasury Registrar, 2022). The study's results will provide insight into employee

perceptions of the poorly implemented and monitored performance appraisal system. This information will assist policymakers in devising and implementing effective strategies to ensure proper system implementation and improve existing policies. Strengthening performance appraisal criteria and maintaining objectivity in evaluations will be essential. Additionally, investing in electronic-based systems for managing employee performance - such as the Employee Self-Service and Public Employee Performance Management Information System - will be crucial. Continuous performance-based feedback and counselling should also be prioritized to enhance employee and organisational performance.

The Public Service Pay and Incentives Policy, enacted in 2010, seeks to compensate employees fairly and adequately for their contributions. However, employees have expressed concerns about underpayment (Kushoka & Surumbu, 2021; Massae, 2023; Mwita & Mwakasungula, 2020). The study's results will help policymakers better understand how public parastatal employees define "adequate" compensation and benefits, thereby guiding the development of more effective compensation and benefits strategies.

In summary, the current study's results will provide valuable insights for policymakers to refine public policies and strategic plans, creating a supportive work environment that fosters job satisfaction. These initiatives will help mitigate adverse outcomes, such as low morale, high turnover, and decreased productivity, ultimately improving the performance of public parastatals. Satisfied employees will be more inclined to contribute to the government's

efforts in achieving the Tanzania National Development Vision 2025, which aims to make Tanzania a middle-income country.

1.7 Scope of the Study

This study developed a conceptual model based on the theoretical framework of social exchange theory (SET). It addresses the issue of job satisfaction by breaking down the variables of HRMP into four dimensions: recruitment and selection, training and development, performance appraisal, and compensation and benefits. These dimensions serve as independent variables (IVs). The POS variable was predicted to mediate the relationship between HRMP dimensions and job satisfaction. Additionally, the trustworthiness of managers was expected to moderate the relationship between POS and job satisfaction. Quantitative data were analysed using the structural equation modelling (SEM) method (PLS-SEM) to measure the direct and indirect effects of HRMP dimensions on job satisfaction.

The study involved 438 non-managerial employees from six transportation sector parastatals, selected using probability sampling. Respondents working in public transportation parastatals in six regions of Tanzania, representing different zones, were distributed close-ended questionnaires: Arusha (Northern Zone), Mbeya (Southern Zone), Dar es Salaam (Eastern Zone), Kigoma (Western Zone), Dodoma (Central Zone), and Mwanza (Lake Zone).

1.8 Definitions of Terms

The following subsections provide definitions of the key variables in the current study to ensure a shared understanding. The meanings of these variables were adapted from previous related studies and therefore align with their established conceptualizations within the context of this study.

1.8.1 Job Satisfaction

Job satisfaction represents an employee's pleasurable or unpleasant feelings upon performing their job (Ahmad et al., 2023; Daneshmandi et al., 2023; Erine & Juliana, 2024), which determines the level of happiness with their jobs and working environment (Fitriani et al., 2024; Lay Raby et al., 2025). Job satisfaction can also be viewed as a combination of positive and negative feelings about one's job.

1.8.2 Human Resource Management Practices

In this study, the term HRMP refers to an organisation's activities, functions, and strategies for managing employees (Al Nakeeb et al, 2024; Adula et al., 2023; Ali et al, 2024; Maliha et al., 2025), which is decomposed into four-dimensional variables: recruitment and selection, training and development, performance appraisal, and compensation and benefits.

1.8.3 Recruitment and Selection

Recruitment and selection a methods of gathering and sorting potential candidates from a large pool to pick the best fit for a vacant position within a company (Ahmad et al, 2023; Gomathy, 2022; Nuryani et al., 2023).

1.8.4 Training and Development

Training and development refer to organisations' efforts and strategies to improve and sharpen their employees' knowledge, skills, and abilities through training programs (Abdullahi & Jarma, 2023; Hosen et al., 2024; Putri & Sopiah, 2024; Purba, 2024).

1.8.5 Performance Appraisal

Performance appraisal involves reviewing, evaluating, judging, and handling human performance in an organisation over time (Ambilichu et al., 2024; Barbieri et al., 2023; Mkunde, 2022; Pauzi & Rahim, 2023; Sadiyawati & Hasanati, 2024).

1.8.6 Compensation and Benefits

The phrase “Compensation and benefits” is collectively described as employees' total remuneration – salaries, bonuses, leaves, rewards, medical insurance, recognition programs, commissions, and intangible services like flexible working hours – for their labour or other organisational contributions (Aghimien et al., 2025; Fulmer & Li, 2022; Reza & Neogy, 2025; Sumarjo et al., 2025).

1.8.7 Perceived Organisational Support

The mediator, POS, is a term that expresses the degree to which employees believe their employer values their contributions and cares about employees' well-being (Al-Taie & Khattak, 2024; Alshaabani et al., 2021; Eisenberger et al., 1986; Msuya, 2023; Rhoades & Eisenberger, 2002).

1.8.8 Managers' Trustworthiness

The moderator: managers' trustworthiness shows the degree to which employees assess their managers' ability, benevolence, and integrity in building a trusted relationship among the parties involved in the exchange (Mayer et al., 1995; Samuel, 2018; Tomlinson & Schnackenberg, 2022). Trustworthiness expresses the "trust exchange" relationships among the exchanging partners (Perry & Mankin, 2004; Pereira et al., 2023; Sutter & Kocher, 2007).

1.9 Organisation of the Thesis

The thesis is organised into five chapters, as follows. Chapter one focuses on identifying problems that explain the job satisfaction issue of Tanzanian public parastatals so that appropriate research questions and objectives are developed to check the relationships between IVs, mediators, moderators, and a dependent variable (DV). The chapter also discusses the uniqueness of the current study's results in enriching the job satisfaction literature and helping policymakers refine current policies. Chapter two reviews the basic theory of this study, the theoretical framework of Social Exchange Theory, and research models of POS and trustworthiness, which led to the identification of literature gaps and the development of this study's model and hypotheses. Chapter three discusses the methodology of this study related to adopting a philosophical approach and provides details of this study's design, sampling design, data collection methods, and data analysis tools. The adoption of research ethics for the current study is also discussed.

Chapter four provides data analysis and findings. It presents descriptive statistics of the respondents' profiles and key variables, data cleaning procedures and later presents the results for the reliability and validity of the current study's constructs. The chapter also includes the results of the common method bias (CMB). The findings on the direct and indirect correlations between the studied variables are shown and discussed as well. Finally, the results of the current study's model fitness, out-of-sample predictions (PLSpredict), and Importance-Performance Map Analysis (IPMA) results are presented and discussed. Chapter five presents the conclusion. It discusses the accomplishment of the study's objectives and later explains the implications of the current study's results for academia, policymakers, and parastatal managers. Furthermore, the chapter presents the current study's limitations and recommendations for future research. Finally, the chapter ends with a conclusion.

1.10 Chapter Summary

Despite implementing various public policies to monitor the performance of the public parastatals in Tanzania, lower job satisfaction persists. The identified issues and problems help the author formulate the research questions and objectives. The following chapter, the literature review, discusses the conceptual frameworks from related past studies that may guide the author in developing the research model. This model will explore the hypothetical relationships between the HRMP dimensional variables - recruitment and selection, training and development, performance appraisal, and compensation

and benefits - along with POS, the trustworthiness of managers, and job satisfaction. It will also highlight gaps in the existing literature.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter reviews the study's basic theoretical framework (Social Exchange Theory) and the prior scholarly works on POS and trustworthiness so that this study can detect inconsistencies or gaps in research or conflicts in previous studies. In this way, the author can avoid duplicating similar research models and award credit to past studies that provide the foundation of knowledge for this study's work.

2.2 The Theoretical Framework of Social Exchange Theory

Kelly and Thibaut (1959) introduced Social Exchange Theory to explain how rational individuals decide whether to engage or disengage from a particular behaviour by evaluating the perceived costs and benefits within an economic context. Over time, scholars have modified the theory to explain better social exchange dynamics in human and organisational behaviour studies. A major advancement in the comprehension of interactions among people in social and organisational settings was made possible by Peter Blau's (1964) contribution to Social Exchange Theory (SET). Blau (1964) opined that social relationships are based on voluntary, reciprocal, and beneficial exchanges of intangible rewards like support, loyalty, respect, and recognition, as well as material transactions. In contrast to contractual and instantaneous economic exchanges, social exchanges entail implicit responsibilities and gradual reciprocation,

frequently with no assurance of return (Blau, 1964). According to Blau (1964), people connect with others in the hopes that they will eventually receive the same benefits in return, which leads to the gradual development of relationships and mutual reliance.

Another scholar, Denise M. Rousseau (1989), made a significant contribution to social exchange theory by introducing the concept of “psychological contract,” offering a more comprehensive understanding of how social exchange relationships occur in organisations, particularly between employees and their managers. Rousseau (1989) maintains that a psychological contract refers to an unwritten agreement between an employer and employee on reciprocal duties—like equitable treatment, assistance, growth, job security, or promotion—in return for commitment, loyalty, and performance.

Rousseau's (1989) precision demonstrates that these contracts are frequently highly subjective and interpretive, influenced more by the employee's opinions than by clear agreements. Additionally, favourable emotions and behaviours such as job satisfaction, trust, and organisational commitment are returned by workers when they feel their psychological contracts are met (for example, when they are supported or treated fairly) (Rousseau, 1989, 1995). On the other hand, people experience negative consequences, including decreased motivation, burnout, or turnover, when they believe that this contract has been broken (for example, by unmet promises or unfavourable treatment) (Rousseau, 1989; Rousseau, 1995; Rousseau & Parks, 1993). This comprehensive understanding of SET made it easier to incorporate cognitive

and affective reactions into the theory, which increased its applicability to contemporary human resource management functions and practices, such as recruitment and selection, performance appraisal, workers' engagement plans and compensation (Conway & Briner, 2005; Cropanzano & Mitchell, 2005; Guest, 2004; Rousseau, 1995).

In human resource management, an employee's decision to perform a specific intention or behaviour is influenced by their perceptions of the rewards they will receive from their employer, superiors, or colleagues. The rewards can be financial, such as salaries, or non-financial, including recognition, appreciation, and friendship (Alsafadi & Altahat, 2021; Hormans, 1958). When employees perceive that their employers, superiors, or colleagues demonstrate empathy, they are more likely to respond by engaging in positive behaviors and actions (Chang, 2021; Lee et al., 2024; Winarno et al., 2022). The theory also suggests that social exchange fosters mutual trust (Choong & Ng, 2022; Rubel et al., 2020). When there is trust between employees and employers regarding the fulfilment of obligations, it helps maintain a reciprocal long-term relationship. Thus, Social Exchange Theory offers a valuable framework for understanding a trustworthy employment relationship (Rubel et al., 2018).

However, Social Exchange Theory has faced criticism for assuming that human behaviour is always rational or that individuals are likely to perform specific behaviour only when they perceive that the benefits outweigh the costs, often overlooking other behavioural factors (Miller, 2005). As a result, the theory is considered more applicable to economic studies that employ

quantifiable metrics (Cropanzano & Mitchell, 2005; Miller, 2005) or to contexts where individuals act purely based on economic exchange, with no ongoing obligations once a deal is concluded (Cropanzano & Mitchell, 2005; Walumbwa et al., 2009).

Despite this, scholars in the social sciences argue that Social Exchange Theory remains relevant for explaining social-psychological exchange (Kelly & Thibaut, 1959; Kura et al., 2019; Rubel et al., 2020). The conceptualisation of Social Exchange Theory has been extensively applied across a range of disciplines within the arts and social sciences, including tourism (Jani, 2018; Chang, 2021; Kang and Lee, 2018;), information technology (Kim et al., 2022; Xia, Wu, & Zhou, 2021), economics (Boateng, Kosiba, & Okoe, 2019; Wyleżalek, 2021), entrepreneurship (Covin et al., 2020), agriculture (Fischer et al., 2019), and marketing (Choi, & Lotz, 2018). Additionally, the human resource management literature has consistently leveraged the Social Exchange Theory framework. The following discussion explores the application of the Social Exchange Theory framework in human resource management studies.

2.2.1 Application of the Social Exchange Theory Framework in Human Resources Management Literature

Some researchers in the field of human resource management have applied Social Exchange Theory to explain the relationships between employees and managers during their employment contracts (Amarneh & Muthuveloo, 2020; Kim & Choi, 2014; Rubel et al., 2018). For example, when employees perceive that their employer is empathetic toward their well-being – an aspect of POS -

and trustworthy in their sense of fairness, it increases positive feelings, such as job satisfaction (Rubel et al., 2020). In this context, social exchange in human resource management studies refers to a reciprocal relationship reinforcing behaviour (Winarno et al., 2022).

In HRMP practices, providing adequate job resources enhances employee performance and reduces job dissatisfaction (Maan et al., 2020). Some scholars have used Social Exchange Theory to describe how HRMP and related constructs impact various organisational or individual performance outcomes, including organisational commitment, turnover intentions, organisational citizenship behavior, POS, and job engagement (Khan et al., 2019; Rubel et al., 2020; Winarno et al., 2022). Table 2 below summarizes these studies.

Additionally, some researchers have integrated Social Exchange Theory with other theoretical or modeling frameworks. For example, Birtch et al. (2015) combined the Social Exchange Theory with the Job Demands-Resources Theory to enhance their understanding of how job characteristics influence job satisfaction and organisational commitment. Similarly, Hamadamin and Atan (2019) integrated Social Exchange Theory with Resource-Based Theory to address the aspects of sustainable competitive advantages for organizations.

Table 2*Summary of the Application of the Social Exchange Theory Framework in Human Resources Management Studies*

Source	Original theory (Social Exchange Theory)	Remarks (If any)
Winarno, Prasetyo, Luthurlean, & Wardhani, (2022)	- IV: HRMP: recruitment, orientation, training, career development, compensation, and industrial relations - Mediators: POS and employee engagement - DV: Turnover intentions	- The HRMP variables are positively related to POS and employee engagement. - However, the HRMP variables have no significant effect on turnover intentions. - POS and employee engagement mediate the relationship between HRMP variables and turnover intentions.
Alsafadi & Altahtat (2021)	- IV: HRMP: Job competence, training, performance appraisal, and compensation - Moderator: job satisfaction - Moderator: Employee engagement - DV: Job performance	- The HRMP variables are positively related to job performance. - Job satisfaction mediates the relationship between HRMP and performance. - Employee engagement mediates the relationship between HRMP and job performance.
Rubel, et al., (2020)	- IV: High-performance work practices, compensation, performance appraisal, and participation - Mediator: POS - DV: Employees' outcomes (employee performance and turnover intentions)	- High-performance work practices are directly and positively related to employee performance and turnover intentions. - POS mediates the relationship between high-performance work practices and employee outcomes.
Amarneh & Muthuveloo (2020)	- IV: HRMP: recruitment and selection, training and development, and performance appraisal - Mediator: Personal-organisational fit - DV: job satisfaction	- Two HRMP variables, recruitment and selection, and performance appraisal, are positively related to job satisfaction. However, the relationship between training and development and job satisfaction was not significant. - The mediating role of personal-organisational fit was confirmed.
Cherif (2020)	- IV: HRMP: training and development, information sharing, compensation policy, and job security, - Mediator: job satisfaction - DV: organisational commitment	HRMP variables, training and development, information sharing, compensation policy, and job security are directly related to job satisfaction and organisational commitment.

Continue next page

Source	Original theory (Social Exchange Theory)	Remarks (If any)
Kura, Shamsudin, Umrani, & Salleh (2019)	- IV: HRMP: training and development, and career development. - Mediator: employee engagement - DV: counterproductive work behaviour (CWB)	- Both HRMP variables are directly related to employee engagement, which helped to reduce counterproductive work behaviour. - Employee engagement mediates the relationship between each HRMP variable and counterproductive work behaviour.
Uysal, (2019).	- IV: Performance appraisal - Mediators: POS and Psychological Contract. - DV: counterproductive work behaviour	- The performance appraisal is directly related to POS and the psychological contract positively. - The moderation roles of POS are not supported. - Age as a controlling variable seems to influence counterproductive work behaviours. When age increases, counterproductive work behaviours decrease at the same time.
Khan, Yusoff, Hussain & Ismail (2019)	- IV: HRMP variables: recruitment and selection, training and development, performance appraisal, and compensation and benefits. - DV: Job performance - Mediator: Job satisfaction	- All HRMP variables are directly related to job performance. - Job satisfaction mediates the relationship between each HRMP variable and job performance.
Hamadamin & Atan (2019)	- IV: HRMP variables: recruitment and selection, and career development - DV: Sustainable competitive advantage - Mediators: Human capital development & employee commitment	- SET was integrated with the Theory of Reason Action - to capture aspects of the DV - All HRMP variables are directly related to sustainable competitive advantages. - Both human capital development & employee commitment create partial mediation effects.
Ciobanu, Androniceanu & Lazaroiu (2019)	- IV: HRMP variables: leadership styles, work environment, job security, training, career development, remuneration, performance appraisal, job contents and independence, and responsibility - DV: Employee performance (measured by job satisfaction and organisational citizenship behaviour) - Mediator: Motivation	All HRMP variables significantly influence employee performance, especially JS and Organisational citizenship behaviour.

Continue next page

Source	Original theory (Social Exchange Theory)	Remarks (If any)
Zaman (2018)	• IV: Leader-member exchange • Mediator: Perceived organisational support • DV: Innovative work behaviour	• The IV is strongly related to innovative work behaviour. • Perceived organisational support does not mediate the relationship between leader-member exchange and innovative work behaviour.
Gigliotti et al. (2018)	• IV: POS • DV: Individual change readiness • Mediator: Trust	• Perceived organisational support is related directly to individual change readiness. • Trust mediates the relationship between POS and individual change readiness.
Nazir, Qun, Hui, & Shafi (2018)	• IV: Leader-member exchange, affective commitment, tie strength, and innovative organisational culture • Mediator: POS • DV: Innovative behaviour	• Leader-member exchange, affective commitment, tie strength, and innovative organisational culture are directly related to innovative behaviour. • Leader-member exchange, affective commitment, tie strength, and innovative organisational culture are directly related to perceived organisational culture. • Perceived organisational culture mediates the relationship between the leader-member exchange, affective commitment, tie strength, innovative organisational culture, and innovative behaviour.
Nasurdin, Tan, & Khan, (2018).	• IV: High-performance work practices (HPWP) variables - employment security, performance appraisal, and compensation. • Mediator: organisational commitment • DV: Turnover intentions	• Not all HPWP variables are significantly related to turnover intentions. • However, all HPWP variables are significantly related to organisational commitment. • Performance appraisal creates a more significant influence on organisational commitment than any other variable.

Continue next page

Source	Original theory (Social Exchange Theory)	Remarks (If any)
Pohl, Vonthron, & Closon (2017)	• IV: HRMP variables- advancement, development, training, and sharing decision programmes • Mediator: POS • Moderator: Job breadth • DV: Organisational citizenship behaviour	• All HPWP variables are significantly related to organisational citizenship behaviour. • All HPWP variables are significantly related to POS. • The POS mediates the relationship between HRMP variables and organisational citizenship behaviour. • Job breadth moderates the relationship between HRMP variables and organisational citizenship behaviour.
Liu, Chow, Gong & Wang (2016)	• IV: HR bundle • Mediators: Psychological Empowerment and POS • DV: Individual innovative behaviour	• The HR bundle variable is directly related to individual innovative behaviour. • The HR bundle variable is directly related to the POS • Psychological empowerment and POS mediate the relationship between the HR bundle is directly related to individual innovative behaviour
Harden, Boakye & Ryan (2016)	• IV: Perceived work overload- perceived skill obsolescence and fairness of reward • DV: Turnover intentions • Mediator: Organisational commitment	• All IVs are directly related to turnover intentions. • The organisational commitment mediates the relationship between the perceived work overload, perceived skill obsolescence, and the fairness of reward and the organisational commitment.
Birtch, Chiang, and Van Esch (2015)	• IV: Job resources and job demands • DV: Job outcomes (measured by organisational commitment and JS) • Mediator: Psychological contract • Moderator: Job control	• Job Demands-Resources Theory - To expand knowledge on the influence of job characteristics on JS and organisational commitment • Both IVs are directly related to job outcomes: organisational commitment and JS. • Job demands are not significantly related to psychological contracts. • Both IVs are significantly related to job satisfaction and organisational commitment. • Job control buffered the negative relationship between job demands and the psychological contract.

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Source	Original theory (Social Exchange Theory)	Remarks (If any)
Gilstrap & Collins (2012)	- IV: Leader Behaviors (transformational leadership, procedural fairness, and informational fairness) - Mediator: Trust - DV: Job satisfaction	- All dimensional variables of leader behaviours are related directly to JS. - Trust fully mediates the relationship between leader behaviours and job satisfaction.
Zhang and Jia (2010)	- IV: HRMP variables - career advancement, compensation systems, performance appraisal, and employment security) - DV: Corporate entrepreneurship - Mediator: POS - Moderator: organisational culture (between HRMP and POS)	- All HRMP variables are directly related to Corporate Entrepreneurship. - POS mediates the relationship between HRMP and corporate entrepreneurship. - Organisational culture creates a negative moderation effect between HRMP and POS.
Gould-Williams (2007)	- IV: HRMP variables - Trust in leadership style, teamwork, employee involvement, rewards, & training and development. - DV: Employees' outcomes (measured by motivation, intention to quit, stress, quality of life, and discretionary behaviour - Mediator: Organisational climate	All HRMP variables are directly related to employees' outcomes.

Note: Developed for the current study

Scholars also enhanced the previously published Social Exchange Theory framework by integrating the testing of additional variables. For example, POS was examined as a mediator, and managers' trustworthiness served as a moderator, increasing the predictive power of predictor variables, such as HRMP, on job satisfaction (Pungnirund et al., 2020) and POS on job satisfaction (Ko & Hur, 2014). Many past Social Exchange Theory studies investigated private organisations (Kura et al., 2019; Nasurdin, Tan, & Khan, 2018; Rimi, 2020; Rubel et al., 2018; Pohl et al., 2017; Uysal, 2019; Zaman, 2018), in contrast to public organisations. This study addressed these gaps by modifying the Social Exchange Theory framework used in previous research to examine the job satisfaction of public parastatal employees in Tanzania.

2.3 The Past Conceptual Frameworks of Job Satisfaction, Human Resources Management Practices, Perceived Organisational Support, and Trustworthiness

2.3.1 The Conceptualisation of Job Satisfaction

Job satisfaction refers to the level of happiness, peace of mind, fulfilment, and good feelings an individual experiences regarding their job, career, and overall work conditions (Ahmad et al., 2023; Daneshmandi et al., 2023; Erine & Juliana, 2024; Lay Raby et al., 2025; Hartika et al., 2023; Kassim & Onyango, 2022; Maharmeh, 2021; Mongi, 2020). It represents a person's emotional orientation towards their work environment (Devananda & Onahring, 2019; Gutinyu & Chang, 2023; Lai et al., 2024; Malini et al., 2023) and their

interactions with co-workers or employers (Fitriani et al., 2024; Maharmeh, 2021; Ngatuni & Matolo, 2018; Osinbajo et al., 2019).

When employees are satisfied with their jobs, their commitment and effectiveness tend to increase (Ahad et al., 2021; Alam & Nahar, 2022; Beuren et al., 2022; Park & Lee, 2020). This, in turn, boosts productivity (Alsafadi & Altahat, 2021; Ateeq et al., 2023; Masanja, 2021; Subroto et al., 2023) and reduces turnover and absenteeism (Bharadwaj et al., 2021; Gautam et al., 2024; Jogi et al., 2024; Maharani & Tamara, 2024; Zhang et al., 2024). Additionally, higher job satisfaction contributes to better physical and psychological health by lowering stress and burnout (Lin et al., 2024; Buivydienė et al., 2025; Hameli et al., 2024; Shu-Ling & Zikani, 2023; Porkodi & Pundhir, 2025; Soares et al., 2022; Zhang et al., 2024).

Satisfied employees are also more likely to provide superior customer service, enhancing customer satisfaction and loyalty (Bataine, 2019; Moorhead & Griffin, 2019; Ren et al., 2023). This can improve the organisation's image (Alown et al., 2020) and reputation (Alown et al., 2020; Manisara, 2022). Furthermore, job satisfaction fosters organisational citizenship behaviour (Dubey et al., 2020; Kaur et al., 2020). In summary, job satisfaction enhances relationships within the work environment, increases fulfilment, boosts morale, and makes work more enjoyable (Ali, 2020; Koša & Lisá, 2025; Namal et al., 2024; Pyay, 2023; Sarfraz et al., 2022; Hanc et al., 2024).

Conversely, if job satisfaction is not prioritized in organisations, several adverse outcomes may arise: an increased rate of employee turnover intentions (Aliu & Kutllovci, 2025; Devyanti & Satrya, 2020; Hafeez et al., 2023; Kushoka & Surumbu, 2021; Puspitawati et al., 2024; Wulansari et al., 2021); decreased job performance (Egemen, 2024; Panda et al., 2025; Mongi, 2020; Mwakatumbula et al., 2016) and increased absenteeism, employee grievances, and industrial accidents and stress (Magesa & Mtey, 2024; Mazhiyeva, 2020; Osagie, 2018).

Different studies have used various indicators to measure job satisfaction. The most common indicators include employee turnover, absenteeism, dropouts, wasted time and resources, injury rates, employee complaints and grievances, commitment to time, teamwork spirit, willingness to take the initiative, and acceptance or resistance to changes (Cucina et al., 2018; Kousar, 2018; Mongi, 2020; Maharmeh, 2021; Mosoma & Changale, 2022; Okab, 2018; Osinbajo et al., 2019).

Researchers have proposed several scales for measuring job satisfaction, including Global Scales and Facet-Composite Scales (Bowling & Hammond, 2008; Bowling & Zelazny, 2021; Cammann et al., 1979; Ironson et al., 1989). In their studies, Bowling and Zelazny (2021) found that both scales produced nearly identical results, although they recommend using Facet-Composite Scales if Global Scales are unavailable. Global Scales are typically shorter and more comprehensive, making them easier for

respondents to understand and complete. They have also demonstrated higher reliability and validity in past research.

Following Bowling and Zelazny's (2021) recommendations, this study utilises a Global Scale, the Short Index of Job Satisfaction, derived from the Overall Job Satisfaction Scale with 18 items developed by Brayfield and Rothe (1951). The Short Index of Job Satisfaction consists of only five items, compared to other global scales, such as the Job Descriptive Index with 72 items, and the Minnesota Satisfaction Questionnaire with 120 items (Smith et al., 1969; Weiss, Dawis, England, & Lofquist, 1967).

The items in the Short Index of Job Satisfaction have been tested in previous studies, showing that they meet the requirements for reliability and convergent validity (Inoyatova, 2021; Judge et al., 2000; Pinna et al., 2020; Sinval & Maro[^]co, 2020). A potential issue with discriminant analysis arises when too many items are used to measure a variable. The Short Index of Job Satisfaction was selected partly because it includes two reversed items (items 3 and 5) to gauge job satisfaction. Including positively and negatively worded items reduces response pattern bias (Dodeen, 2023; Jin & Chiu, 2023; Sinval & Maro[^]co, 2020; Stefana et al., 2025; Zeng et al., 2024). Details information about the five-item scale by Brayfield and Rothe (1951) is presented in Chapter 3.

2.3.2 The Conceptualisation of Human Resources Management Practices

Job satisfaction is positively related to organisational success, leading past researchers to examine various predictor variables associated with HRMP that explain job satisfaction across different work contexts and study locations. In studies conducted outside of Tanzania, HRMP was divided into several dimensional variables (see Table 2), such as recruitment and selection (Adom & Asunka, 2020; Khan et al., 2019; Pungnirund et al., 2020; Wangui & Felistus, 2021); training and development (Badrea et al., 2021; Malik et al., 2022); performance appraisal (Aryanto et al., 2015; Alsafadi & Altahat, 2021; Baraka, 2015; Hauret et al., 2022; Hyang, 2020), compensation and benefits (Desa et al., 2020; Hamid & Azhar, 2014; Thu, Watanabeb, & Sumita, 2021); job evaluation (Misafi et al., 2022), and job redesign (Bieńkowska et al., 2022) – as detailed in Table 2. The selection of the dimensional variables is based on previously identified problems (see Chapter 1.3, Problem Statements).

Similarly, job satisfaction studies conducted in Tanzania are related to the HRMP dimensions, such as training and development (Changale & Mosoma, 2022; Mosoma, 2014), performance appraisal (Mulisa, 2021; Tefurukwa, 2014), and compensation and benefits (Lymo & Tarimo, 2022) (see Table 2.1). Most of these Tanzanian studies focused on one or two HRMP variables within a single study.

In contrast to the job satisfaction studies in Tanzania, this study divides the HRMP into four dimensions - recruitment and selection, training and

development, performance appraisal, and compensation and benefits - to address the identified problems. This approach has been utilized in various studies conducted outside Tanzania (Adom & Asunka, 2020; Brinck et al., 2019; Elrehail et al., 2019; Ijigu, 2015; Khan et al., 2019; Koç et al., 2014; Ling et al., 2018; Mayes et al., 2016; Nadeem et al., 2018; Piyasena & Kottawatta, 2015; Pungnirund, Techarattanased, & Mutakalin, 2020). However, limited studies in Tanzania published in Web of Science or Scopus journals have examined all four HRMP dimensional variables in a single empirical study.

Past job satisfaction studies in Tanzania and other countries have analysed HRMP alongside additional dimensional variables that this study will not address, including job evaluation (Misafi et al., 2022), job redesign (Bieńkowska et al., 2022), human resource planning (Hewett et al., 2018; Kisumbe, 2019), career development (Msanya, 2020) and promotion (Nyamubi, 2017) (see Table 3). These variables are not included in this study because they are relatively organised and have been primarily carried out in Tanzania's public parastatals, falling outside the current study's scope.

Most studies in Tanzania and elsewhere globally have focused on the private sectors, including hotels (Elrehail et al., 2019; Hauret et al., 2022; Mayes et al., 2016), private manufacturing industries (Badrea et al., 2021; Thu, Watanabeb, & Sumita, 2021), non-profit organisations (Bastida et al., 2017), private hospitals (Amarneh & Muthuveloo, 2020; Msanya, 2020), courier business firms (Desa et al., 2020), commercial banks (Alsafadi & Altahat, 2021), and

private universities (Khan et al., 2019). However, limited research has been conducted in public organisations (Kurdi et al., 2021; Mhina, 2020). Consequently, more information is needed about the influence of HRMP dimensions on job satisfaction in public organisations, particularly in public parastatals. This current study aims to fill that gap by examining the impact of selected HRMP dimensions on job satisfaction in public parastatals in Tanzania. Table 3 below presents the dimensional variables developed for HRMP in past studies.

Table 3

The Human Resource Management Practice's Dimensional and Additional Variables in Job Satisfaction Studies

Authors (year of publication)	HRMP dimensions										Additional variables					Remarks (If Any)
	RS *	TD *	PA *	CB *	JE	JR	HR P	CD	PM	POS *	TS *	S L	W E	POF		
<u>Job satisfaction studies carried out in Tanzania.</u>																
• Changale & Mosoma (2022)		√														
• Lymo & Tarimo (2022)				√												
• Misafi, et al. (2022)					√											
• Mulisa (2021)			√													
• Mongi (2020)				√												
• Msanya (2020).								√								
• Kisumbe (2019)		√		√			√									
• Mgonja (2019)			√													
• Nchimbi (2019)			√													
• Naburi et.al. (2017)				√												
• Nyamubi (2017)								√	√							
• Lujuo, (2014).		√			√											
<u>Job satisfaction studies in countries other than Tanzania</u>																
• Bieńkowska et al. (2022)	√	√				√										
• Hauret et al. (2022)		√	√													
• Malik et al. (2022)		√	√									√				SL is a moderator
• Almutairi & Arabiat (2021)				√												
• Alsafadi & Altahat (2021)		√	√	√												
• Badre et al. (2021)		√	√	√												
• Desta (2021)		√											√			WE is a moderator
• Kurdi, Elrehail, Alzoubi, & Al-Adaileh (2021)		√	√	√												

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	HRMP dimensions										Additional variables					
Authors (year of publication)	RS *	TD *	PA *	CB *	JE	JR	HRP	CD	PM	POS *	TS *	SL	WE	POF	Remarks (If Any)	
• Maharmeh (2021) • Thu, Watanabeb, & Sumita (2021) • Adom & Asunka (2020) • Alamri (2020) • Amarneh & Muthuveloo (2020) • Cherif (2020) • Desa et al. (2020) • Masum, Mamun, Islam, & Beh (2020) • Pungnirund, Techarattanased, & Mutakalin (2020) • Sumarsid, Wardhani & Aripin (2020) • Elrehail et al. (2019) • Khan et al. (2019) • Haque (2018) • Jameel (2018) • Ling, Ning, Chang, & Zhang (2018) • Abazeed (2017) • Anwar et al. (2017) • Bastida, Marimon, & Carreras (2017) • Nwachukwu & Chládková (2017) • Mayes et al. (2016) • Ijigu (2015)		√ √ √ √ √ √ √ √ √ √ √ 														

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Authors (year of publication)	HRMP dimensions										Additional variables					Remarks (If Any)
	RS *	TD *	PA *	CB *	JE	JR	HRP	CD	PM		POS *	TS *	SL	WE	POF	
• Hanaysha & Tahir, (2015) • Piyasena & Kottawatta (2015). • Koç et al. (2014) • Paşaoğlu, & Tonus, (2014) • Ratna & Singh (2013) • Osibanjo et al. (2012) • Oramana, Unakitana, & Selen, (2011) • Rathnaweera (2010) • Gürbüz, (2009) • Sahinidis & Bouris (2008)		√														
	√	√	√	√												
	√	√	√	√												
			√	√												
		√		√												
		√														
				√												
	√	√	√	√												
				√												
		√														

NOTE *: HRMP dimensional variables and additional variables that relate to the current statement of the problem.

RS*: Recruitment and Selection

JE: Job Enrichment

POS*: Perceived Organisational Support

TD*: Training and Development

JR: Job Redesign

TS*: Trustworthiness

PA*: Performance Appraisals

HRP: Human Resource Planning

SL: Servant Leadership

CB*: Compensation and Benefits

CD: Career Development

WE: Work Engagement

PM: Promotion

POF: Personal-Organisational Fit

Source: Developed for the current study

2.3.3 The Modification of Job Satisfaction Past Models

Previous studies examining the direct relationship between HRMP, and job satisfaction have progressively modified their research models to increase analytical depth and align with evolving research objectives. In addition to assessing the direct effects of HRMP dimensions on job satisfaction, many scholars have expanded their models by incorporating mediating and moderating variables to capture more nuanced mechanisms underlying this relationship. For instance, Desta (2021) and Malik et al. (2022) tested the moderating effects of work engagement and servant leadership, respectively, to better understand the conditions under which HRMP influences job satisfaction. Similarly, Amarneh and Muthuveloo (2020) explored the indirect effects of HRMP dimensions on job satisfaction through the mediating role of person–organisation fit.

These modifications demonstrate a growing scholarly interest in developing more comprehensive models that explain how and why HRMP contributes to employee job satisfaction. This trend aligns with the recommendation of Ringle et al. (2020), who urged HR researchers to move beyond examining simple, direct relationships and to develop more sophisticated models that incorporate mediators and moderators, thereby providing a deeper understanding of the mechanisms and conditions underlying observed effects.

The current study incorporates perceived organisational support (POS) as a key mediating variable in the relationship between human resource management practices (HRMP) and job satisfaction among employees in Tanzanian public

transportation parastatals. Examining POS as a mediator is critical because it captures the mechanism through which HRMP influences employees' attitudes and behaviors. According to Social Exchange Theory (Blau, 1964), when organizations implement effective HR practices, employees perceive that the organization values their contributions and cares for their well-being. This perception of support, in turn, fosters positive work attitudes, including higher job satisfaction (Bendera et al., 2025). In the context of public transportation parastatals, where HR practices are often inconsistently applied, understanding the mediating role of POS provides insight into why certain HR interventions succeed or fail in enhancing job satisfaction. By testing this mediation, the study addresses a gap in the literature and offers practical guidance for designing HR practices that meaningfully improve employee outcomes.

Moreover, the current study's model is further refined to include managers' trustworthiness as a moderating variable, which is expected to influence the strength of the relationship between perceived organisational support (POS) and job satisfaction. Managers' trustworthiness is a critical factor in public transportation parastatals in Tanzania, where previous reports and studies have highlighted issues such as corruption, nepotism, and lack of integrity among managerial staff (e.g., URT-PO-PSMGG, 2022). Trustworthy managers are more likely to foster a positive work environment in which employees feel valued and supported, thereby enhancing the impact of POS on job satisfaction (Bendera et al., 2025). Conversely, low managerial trustworthiness may weaken employees' perceptions of organizational support, limiting its positive effect on their satisfaction.

From the perspective of Social Exchange Theory (Blau, 1964), employees' work attitudes are shaped by the quality of reciprocal relationships with their organization and its representatives (Choong & Ng, 2022). When managers are perceived as trustworthy, employees are more likely to interpret organizational support as genuine and reciprocate with positive attitudes and behaviors, including higher job satisfaction (Ertürk & Albayrak, 2019; Cho & Ringquist, 2011; Lee et al., 2024). In contrast, if managers are untrustworthy, even strong organizational support may not translate into increased satisfaction, as employees may question the sincerity or fairness of such support (Bendera et al., 2025). Including trustworthiness as a moderator, therefore, allows the study to capture these nuanced relational dynamics and provides a more accurate understanding of how HR practices translate into employee outcomes in this specific context.

Furthermore, after an extensive review of published job satisfaction literature in the Web of Science and Scopus databases, only two studies have tested POS as a mediator in the relationship between HRMP dimensions and job satisfaction: Mayes et al. (2016) in China and Pungnirund et al. (2020) in Thailand. The findings from previous studies indicate that POS produces varying levels of significant mediation between the dimensions of HRMP and job satisfaction.

For example, POS was a partial mediator for the three HRMP dimensional variables - recruitment and selection, training and development, and compensation and benefits in Pungnirund et al.'s (2020) study. In contrast, the

Mayes et al. (2016) study showed that POS fully mediated the relationship between training and development, compensation and benefits and job satisfaction. Notably, POS had a weak mediating effect on the relationship between recruitment and selection, performance appraisal, and job satisfaction in the Mayes et al. (2016) study. Therefore, further investigation into the mediating roles of POS is necessary, particularly in different social, economic, and cultural contexts, especially in developing countries like Tanzania.

Reviewing past job satisfaction models, it is essential to note that no empirical study published in the Web of Science and Scopus databases examines the relationships between managers' trustworthiness, POS, and job satisfaction. Thus, it remains unclear whether managers' trustworthiness enhances or undermines the effects of POS on job satisfaction in public parastatals in developing countries. This study aims to address this gap in the literature.

Additionally, the studies cited above primarily focused on non-managerial employees. Combining managerial and non-managerial employees into a single sample is not advisable, as these groups experience different HRMP treatments in the same work environments. Furthermore, as noted in Ko and Hur's (2014) study, managerial-level employees were excluded since feedback from non-managerial employees regarding their managers' trustworthiness is necessary to test the moderating effect of trustworthiness on the relationship between procedural justice (POS) and job satisfaction in public organisations in the USA. Since this study also examines managers' trustworthiness, the target respondents will be non-managerial employees.

2.3.4 The Conceptualisation of Perceived Organisational Support

POS reflects an employee's belief that their organisation acknowledges, values, and rewards their work contributions while also caring for their overall well-being (Al-Taie & Khattak, 2024; Alshaabani et al., 2021; Allen et al., 2023; Eisenberger et al., 1986; Eisenberger et al., 1997; Wulandari et al., 2023). When employees feel supported, they are more likely to believe that their employer appreciates and compensates them fairly for their efforts and contributions to the organization (Eisenberger & Stinglhamber, 2011; Dawley et al., 2010; Hasan et al., 2023; Kumar et al., 2022; Mingxing et al., 2022). This sense of support motivates employees to reciprocate by working diligently, not only for their gain but also for the organization's success (Cheng et al., 2016; DeConinck, 2010; Karatepe, 2015; Wang et al., 2024; Wójcik-Karpacz et al., 2019).

According to Social Exchange Theory, when employees perceive their organisation as supportive - by providing fair opportunities for professional development, equitable pay, and access to resources - their job satisfaction increases (Hngoi et al., 2024; Maan et al., 2020; Pohl et al., 2017; Rubel et al., 2020; Sealome & Chipunza, 2020; Sun, 2019; Uysal, 2019; Winarno et al., 2022; Wójcik-Karpacz et al., 2019; Zhang et al., 2024). In effect, POS has a direct impact on job satisfaction, a relationship supported by studies in countries including India (Rai, 2017), Turkey (Colakoglu et al., 2010 & Günay, 2017), the United States (Lambert & Hogan, 2009) in Spain (Alcover et al., 2018), South Africa (Donald et al., 2016) and Hong Kong (Kim, 2016).

Moreover, past research indicates that certain HRMP dimensions directly affect POS, as shown in Table 2.3 (Karatepe & Vatankha, 2014; Lee & Chui, 2019; Martono & Putri, 2018; Mayes et al., 2016; Onsardi et al., 2021; Pohl et al., 2017; Pungnirund et al., 2020; Rubel, Hung, & Rimi, 2020; Silbert, 2005; Uysal, 2019; Winarno et al., 2022).

Job satisfaction studies in Tanzania have yet to explore the effects of POS (see Table 2.2). Furthermore, Table 4 shows that most POS studies related to HRMP dimensions have been conducted in countries outside of Tanzania. Additionally, many of these studies focused on private firms (Lee & Chui, 2019; Mayes et al., 2016; Martono & Putri, 2018; Onsardi et al., 2021; Pohl, Vonthron, & Closon, 2017; Pungnirund, Techarattanased, & Mutakalin, 2020; Rubel, Hung, & Rimi, 2020; Uysal, 2019; Winarno et al., 2022). This study fills the literature gap by examining POS as a mediator in the relationship between HRMP dimensional variables and job satisfaction among employees in public parastatals in Tanzania.

Table 4

Summary of Studies Related to Perceived Organisational Support and Human Resource Management Practices

Authors (year of publication)	Study location	HRMP dimensional variables			
		RS	TD	PA	CB
Winarno et al. (2022)	Indonesia	√	√		√
Onsardi, et al., (2021)	Indonesia,	√	√		√
Rubel et al. (2020)	Bangladesh	√	√		
Pungnirund, Techarattanased, & Mutakalin (2020)	Thailand	√	√	√	√
Uysal (2019)	Netherlands		√		
Lee & Chui (2019)	Malaysia		√		√
Martono, & Putri (2018)	Indonesia		√	√	√

Pohl, Vonthron, & Closon. (2017)	Belgium		√		
Mayes et al. (2016)	China	√	√	√	√
Karatepe & Vatankha, (2014)	Iran		√		
Silbert (2005)	Canada				√

Note: RS = recruitment and selection, TD = Training and Development, PA = Performance Appraisals, CB= Compensation and Benefits.
Source: Developed for the current study.

Various items have been used in existing literature to measure POS. For example, the study by Mayes et al. (2016) in China employed rewards and job conditions as measures of POS. Ayuningtias et al. (2018) used modern tools, flexible working hours, career growth opportunities, and fringe benefits for measurement. Eisenberger et al. (1997) originally proposed 36 items for measuring POS, but they later reduced this number to eight items. Previous research demonstrates that factor loading coefficients for these eight items exceed the established threshold values (Eisenberger et al., 1986; Li et al., 2022). Consequently, this study uses the eight-item POS scale, as it effectively encompasses the critical aspects of organisational support perceived by employees. Details information about the POS eight-item scale is presented in Chapter 3.

2.3.5 The Conceptualisation of Managers' Trustworthiness

Trustworthiness relates to an employee's competencies, benevolence or goodness, and integrity (Bendera et al., 2025; Tomlinson & Schnackenberg, 2022; Pereira et al., 2023; Mayer et al., 1995; Samuel, 2018). In essence, managers' trustworthiness reflects an employee's readiness to engage in ways that benefit the managerial team based on both their implicit and explicit

expectations of their managers (Iddagoda et al., 2023; Liu et al., 2022; Young, 2023; Zhang & Ma, 2025).

The literature on human resource management shows that managers and organisations become trustworthy by demonstrating concern for the welfare of their employees (Khairy et al., 2023; Eroğlu et al., 2024; Farid et al., 2024; Rehman et al., 2019; Rubel et al., 2018). Consequently, fostering trustworthiness within an organisation can enhance the relationship between managers and employees (Aladwam & Ali, 2024; Baquero, 2023; Joo et al., 2023; Julius, 2020; Masaki et al., 2021; Parks et al., 2016; Rubel et al., 2018; Samuel, 2018; Sim et al., 2021), potentially amplifying the effect of POS on job satisfaction (Ko & Hur, 2014).

Existing research on manager or supervisor trustworthiness has shown its relationship with various attitudinal and behavioural outcomes, such as job satisfaction (Cho & Lee, 2011; Cho & Perry, 2009; Cho & Ringquist, 2011; Dirks & Ferrin, 2002; Lambert et al., 2021; Newel et al., 2008); organisational citizenship behaviours (Pillai et al., 1999; Wat & Shaffer, 2005); organisational commitment (Lee, 2005) and organisational identification (Ertürk & Albayrak, 2019).

Additionally, trustworthiness in managers has been linked to improved organisational performance and image, as well as increased public trust in these institutions (Bendera et al., 2025; Taufiq & Sholihin, 2024; Lin & Guo, 2023). Furthermore, Chan and Mak (2016) argue that trustworthy managers are

friendlier towards their subordinates, contributing to a more enjoyable workplace. While prior literature has examined the moderating effect of trustworthiness on various relationships, such as motivation and performance (Grant & Sumanth, 2009; Piryaee, 2015), motivation and job satisfaction (Cho & Perry, 2009), and empowerment and performance (Ertürk & Albayrak, 2019) the extent to which trustworthiness influences the relationship between POS and job satisfaction remains underexplored.

Moreover, a review of articles from the WoS and Scopus journal databases reveals that limited empirical studies have simultaneously assessed the relationship among job satisfaction, HRMP dimensions, POS, and the trustworthiness of managers. Thus, the current study addresses this gap in the literature by evaluating the direct and indirect effects of HRMP dimensions on job satisfaction, considering the mediating role of POS and the moderating role of managers' trustworthiness in public parastatals in Tanzania.

Mayer et al. (1995, 2011) deconstructed the trustworthiness variable into three components - ability, benevolence, and integrity to measure managers' trustworthiness. Ability encompasses the skills, knowledge, and competencies that empower managers in their field (Mayer et al., 1995). Benevolence reflects the degree to which the trustee appears to act in the best interests of the trustor rather than pursuing selfish motives (Mayer et al., 1995). Integrity indicates the extent of adherence to principles that are essential and acceptable to the trustee and the trustor (Fiorelli, 2023; Mayer et al., 1995). The scale has been applied to various contexts, including the information technology sector (Mölders et

al., 2019), the manufacturing sector (Ertürk & Albayrak, 2019; Humayun & Siddiqui, 2023), public corporations (Choi & Cho, 2019), the health sector (Rafi et al., 2020) and project management (Castro et al., 2022).

Mayer and Davis's (1999) scale of trustworthiness has been studied as a second-order or higher-order construct in various past studies demonstrating well-established reliability and validity (e.g., Byrne et al., 2011; Cho & Lee, 2011; Ertürk & Albayrak, 2019; Lleo et al., 2021). For example, Cho and Lee (2011) confirmed a high correlation between the lower-order latent variables (ability, benevolence, and integrity) and the second-order construct (i.e., trustworthiness), indicating that the model has a good model fit and validity. Therefore, this study adopts the second-order or higher-order model of trustworthiness. Details information about Mayer and Davis's (1999) scale of trustworthiness is presented in Chapter 3.

2.4 Summary of Literature Review and Research Gaps

The articles reviewed in this study were extracted from the Web of Science and Scopus journal databases. The literature review reveals that most studies on job satisfaction and HRMP studies have been conducted in the United States of America, Asia, and European countries, with relatively few studies conducted in Africa, including South Africa, Kenya, Nigeria, and Ghana.

Limited studies on job satisfaction and HRMP have also been conducted in Tanzania, primarily focusing on employees in the private sector. Furthermore, only a handful of studies have examined HRMP in terms of its four-

dimensional components: recruitment and selection, training and development, performance appraisal, and compensation and benefits, all within a single empirical study. Few African studies have explored the direct and indirect relationships between HRMP dimensional variables and job satisfaction.

The mediating effect of POS and the moderating effect of managers' trustworthiness have also been insufficiently studied worldwide. No empirical research has yet evaluated the relationship among job satisfaction, HRMP dimensional variables, POS, and the trustworthiness of managers in a single empirical study. This study addresses the gaps identified in the existing literature.

2.5 Hypothesis Development

Relevant hypotheses were developed to address the research questions and achieve the corresponding research objectives (see Table 5). Based on the principle of reciprocity outlined in Social Exchange Theory (Blau, 1964), this study predicts that employees in public transportation parastatals will experience higher job satisfaction when managers implement appropriate and effective HRMPs that align with employee expectations. Furthermore, the effective application of these HRMPs is expected to enhance employees' perceptions of POS, which in turn will further increase their job satisfaction. In addition, managerial trustworthiness is anticipated to strengthen the positive relationship between POS and job satisfaction. As a result, satisfied employees are more likely to work diligently, thereby contributing to both individual and

parastatal performance. The following sub-sections elaborate on the development of each hypothesis.

Table 5*The Relationship between Research Questions, Research Objectives, and Hypotheses.*

Research Question	Research Objective	Hypothesis
RQ1: How do each dimensional variable of each human resource management practice –recruitment and selection, training and development, performance appraisal, and compensation and benefits – relate to employees' job satisfaction in Tanzanian public parastatals?	RO1: To examine the direct positive effects of each human resource management practice dimensional variable – recruitment and selection, training and development, performance appraisal, and compensation and benefits – on employees' job satisfaction in Tanzanian public parastatals.	H1a: Employees' recruitment and selection practices positively relate to job satisfaction H1b: The training and development practice positively relates to job satisfaction H1c: The performance appraisal practice positively relates to job satisfaction H1d: The compensation and benefits positively relate to job satisfaction
RQ2: How do the dimensional variables of each of the human resource management practice dimensional variables – recruitment and selection, training and development, performance appraisal, and compensation and benefits – relate to employees' perceived organisational support?	RO2: To examine the direct positive effect of each human resource management practice dimensional variable – recruitment and selection, training and development, performance appraisal, and compensation and benefits – on employees' perceived organisational support.	H2a: Employees' recruitment and selection practices positively relate to perceived organisational support H2b: The training and development practice positively relates to perceived organisational support H2c: The performance appraisal practice positively relates to perceived organisational support H2d: The compensation and benefits practice positively relates to perceived organisational support
RQ3: How do employees relate their perceived organisational support to job satisfaction?	RO3: To examine the direct positive effect of employees' perceived organisational support on their job satisfaction.	H3. Perceived organisational support positively relates to job satisfaction

Continue next page

Research Question	Research Objective	Hypothesis
RQ4: How does employees' perceived organisational support mediate the relationship between human resource management practices and job satisfaction?	RO4: To examine the mediation effects of employees' perceived organisational support on the relationship between human resource management practice dimensional variables and job satisfaction.	H4a: Perceived organisational support mediates the relationship between recruitment and selection, and job satisfaction H4b: Perceived organisational support mediates the relationship between training and development, and job satisfaction H4c: Perceived organisational support mediates the relationship between performance appraisal and job satisfaction H4d: Perceived organisational support mediates the relationship between compensation and benefits, and job satisfaction
RQ5: How does managers' trustworthiness moderate the relationship between employees' perceived organisational support and job satisfaction?	RO5: To examine the moderating effects of managers' trustworthiness on the relationship between employees' perceived organisational support and job satisfaction.	H5: The trustworthiness of managers moderates the relationship between perceived organisational support and job satisfaction, such that there is a strong relationship when managerial trustworthiness is high

Source: Developed for the current study.

2.5.1 Human Resource Management Practices and Job satisfaction (H1a, H1b, H1c, and H1d)

Literature shows that HRMP dimensions relate to job satisfaction (Maharmeh, 2021; Nanor Owusu, Senyah, Kumah, Owusu & Agye, 2022; Nawi & Ismail, 2021). The following explanations show how individual HRMP dimensional variables – recruitment and selection, training and development, performance appraisal, and compensation and benefits - are related to job satisfaction. Past empirical studies support that the recruitment and selection variable is significantly associated with the job satisfaction of employees working in private hospitals in Jordan (Amarneh & Muthuveloo, 2020), the Food Research Institute in Ghana (Adom & Asunka, 2020), in manufacturing firms in Indonesia (Indrati et al, 2025), IT companies in Nepal (Subedi & Bajracharya, 2024), the education sector in Pakistan (Shahzad et al., 2024), and private banks in Bangladesh (Ahmed, 2015). Job satisfaction also increases when there is an employee-organisation fit (Jufrizen et al., 2023; Marmaya & Balakrishnan, 2025; Masoka & Wesonga, 2024; Ruzungunde et al., 2024; Sinclair et al., 2024).

Nevertheless, the recruitment and selection variable is not significantly related to job satisfaction in Bharadwaj's (2015) study in India, Sunatar, (2023) study in Indonesia, and Kisumbe's (2019) study in Tanzania. This is because not all employee respondents were selected and recruited using fair, unbiased, and transparent processes, which can harm job satisfaction for a group of respondents (Kisumbe, 2019). Such a different behaviour among respondents

contributes to the non-significant hypothetical relationship between recruitment and selection, and job satisfaction.

Despite past studies' inconsistent results explaining the relationships between recruitment and selection, and job satisfaction, this study believes the two variables are significantly related in this study context. As the Tanzanian public parastatals are not performing well concurrently, the management needs to boost overall job satisfaction, which in turn increases their work and organisational performance (Adom & Asunka, 2020; Ahmed, 2015; Amarneh & Muthuveloo, 2020). One way to achieve this mission is by selecting and recruiting potential employees with the abilities, values, and ambitions that map the company's mission and goals. A good employee-employer fit status promotes job satisfaction (Jufrizen et al., 2023; Marmaya & Balakrishnan, 2025; Nanor et al., 2022; Villeda & McCame, 2019). Recruited employees feel satisfied when they pass the admission test during the selection process, and they were selected based on merit or having outstanding performance that the company is looking for (Divina, 2024; Hamza et al., 2021; Xu et al., 2025). In summary, a well-planned RS process is projected to be positively and significantly related to job satisfaction, see H1a.

H1a: Employees' recruitment and selection practices positively relate to job satisfaction.

Literature shows that the training and development variable directly and positively relates to job satisfaction. Training and development enable employees to improve their work skills and knowledge, increasing job

productivity (Alsafadi & Altahat, 2021; Maijo, 2020; Silva & Rodrigues, 2025). Also, training and development enhance employees' participation and confidence in handling various job-related activities like decision-making, teamwork, internal and external communication, and creativity, which contribute to higher levels of job satisfaction (Rijal & Sesario, 2024; Thu et al., 2021). In brief, training and development increase work productivity (Maijo, 2020; Silva & Rodrigues, 2025) and job satisfaction (Aktar, 2023; Mampuru et al., 2024; Thu et al., 2021) and lower staff turnover incidents (Ahmed, 2015; Massae, 2023). Past empirical study results support that training and development, and job satisfaction are significantly related among bank employees working in Saudi Arabia (Cherif, 2020), Qatar (Maharmeh, 2021), and India (Badrea et al., 2021).

However, some empirical study results show that the training and development variable is not significantly related to job satisfaction (Mardiyana & Hidayat, 2023; Nasution, 2024). Possibly, for a group of the study's respondents, training and development is not the critical job resource in increasing their job satisfaction. Employees with lower job designation levels may favour other job resource tools like support from work superiors and colleagues if they have a high family workload or a part-time job. Higher job efficiency may lead to a higher workload. In other words, higher job satisfaction can be achieved when the employer gives adequate compensation for a higher workload compared to the provision of proper training and development, and such a case is reported in a study about employees working in commercial banks located in Bangladesh (Islam et al., 2018).

In another empirical study, the two variables - training and development, and job satisfaction - are not significantly related, probably because some of the studied respondents who work in hotels and private hospitals perform routine work tasks; therefore, TD is unnecessary (Amarneh & Muthuveloo, 2020; Sumarsid et al., 2020). On the contrary, training and development a necessary job resource tools for another group of respondents to extend their work expertise to those involved in safety, security, and information technology.

In this study context, the hypothetical relationship between training and development, and job satisfaction is anticipated to be supported (see H1b) because training and development enable employees to expand their range of work and communication skills (Cherif, 2020), and such value-added skills are essential in providing services to society. Job satisfaction increases when complaint cases are reduced, and the public shows appreciation (Badrea et al., 2021), which provides employees with opportunities for salary increments and job promotions (Maharmeh, 2021).

H1b: The training and development practice positively relates to job satisfaction.

A well-conducted performance appraisal process significantly enhances job satisfaction (Batta et al., 2023; Elhadi, 2020; Hamidi, 2023; Lama et al., 2025; Lavanya & Rao, 2023; Virkar et al., 2024). The study results show that job satisfaction in Malaysia (Ismail et al., 2022), the United Arab Emirates (Kurdi et al., 2021), and Thailand (Pungnirund et al., 2020) increased when employees were involved in setting work performance standards and appraisals. Such a

collaboration practice strengthens the communication bond between management teams and employees, increasing job satisfaction (Alsuwaidi et al., 2020; Amarneh & Muthuveloo, 2020; Badrea et al., 2021). Also, providing performance-based feedback and counselling enables employees to strengthen their work capability and rectify their weaknesses, which will eventually boost job satisfaction (Al-Jedaia & Mehrez, 2020; Maharmeh, 2021; Nawi & Ismail, 2021; Owasu et al., 2022). Performance is measured based on objective and quantifiable results that increase job satisfaction, as such practices help employees set goals for their future development (Ismail et al., 2022; Kurdi et al., 2021).

Nevertheless, some studies do not support the relationship between performance appraisal and job satisfaction (Musa et al., 2024). Although employees generally favour objective and quantifiable work performance appraisal results, employees with lower performance appraisal scores may want to avoid linking the performance appraisal awarded score with their bonus, job promotion or salary increase (Akanmu et al., 2025; Agarwal & Mehta, 2014). Also, only some employees feel that their work performance is objectively evaluated when it cannot be quantified easily, and the criteria for measuring performance need to be clarified (Agarwal & Mehta, 2014; Dasanayaka et al., 2021).

Despite past studies' contradictory results on a significant and non-significant relationship, this study projects that the hypothesis is significant in the present study's context (see H1c). Job satisfaction is expected to increase when

employees know the organisation's performance appraisal criteria and can discuss their work performance reviews with work supervisors.

H1c: The performance appraisal practice positively relates to job satisfaction.

Past studies support the significant relationship between the two variables - compensation and benefits, and job satisfaction (Cui, 2024; de la Torre-Ruiz et al., 2019; Ghafoor et al., 2021; Malik et al., 2024; Purwanto, 2020; Sibanyoni et al., 2024; Vizano et al., 2021). Job satisfaction increases when employees feel that their work contribution in terms of time and energy is appreciated by receiving fair wages and other benefits like paid time off, flexible scheduling, and health insurance that is comparable to other similar working companies (Mabaso & Dlamini, 2021; Hee & Jing, 2018; Purwanto, 2020; Sepahvand & Khodashahri, 2021). Such behaviour is also reported in empirical studies on employees working in Malaysian manufacturing companies (Amiruddin & Rodzalan, 2024), in health facilities in Turkey (Kuzey, 2018) and in Indonesian hotels (Sumarsid et al., 2020).

The relationship between the two variables - compensation and benefits, and job satisfaction - is not supported when not all employee respondents feel they are receiving fair compensation and benefits. Inconsistent responses regarding job satisfaction happen when employers award similar CB packages to employees irrespective of work performance (Harahap & Sugiarti et al., 2024; Kisumbe, 2019; Mabaso & Dlamini, 2021).

This study projects that the hypothetical relationship between compensation and benefits, and job satisfaction is supported by this study (see H1d) because the reward of fair compensation and benefits encourages employees to work hard to accomplish personal and organisational goals (Sepahvand & Khodashahri, 2021). Furthermore, well-compensated employees will be ready to share their skills, knowledge, and competencies for the betterment of the organisation (Jawad, 2019; Jeffrey & Prasetya, 2019; Nguyen et al., 2020; Saleh et al., 2020; Susanto et al., 2020).

H1d: The compensation and benefits practice positively relates to job satisfaction.

2.5.2 Human Resource Management Practices and Perceived Organisational Support (H2a, H12b, H2c, and H2d)

Past studies have supported the relationship between each dimensional variable of HRMP and POS. Specifically, past empirical studies support that the recruitment and selection variable is significantly related to POS among employees in the United Arab Emirates (Al Taie & Khattak, 2024), Malaysia (Ibrahim et al., 2020), China (Mayes et al., 2016), Nigeria (Gadi & Kee, 2018), Bangladesh (Rubel et al., 2020), and Finland (Khoreva et al., 2018). Employees' POS increased when their job descriptions and other requirements were communicated by employers during the hiring process (Mayes et al., 2016); fair and standardised staffing procedures are practised (Gadi & Kee, 2018); staff selection and appointments are based on merit (Khoreva et al., 2018).

Similarly, this study believes effective recruitment and selection practices are crucial in increasing employees' POS in public parastatals in Tanzania, as such a practice gives potential employees a positive impression of the company (Rubel et al., 2020). The hypothetical relationship is shown below:

H2a: Employees' recruitment and selection practices positively relate to perceived organisational support.

Generally, employees develop good feelings towards their organisation when well-prepared training and development programs are organised, and such a positive relationship is supported in studies carried out in Pakistan (Mallah et al., 2024), Indonesia (Dwiputri et al., 2024; Winarno et al., 2022), Malaysia (Isa & Ibrahim, 2020), Belgium (Pohl et al., 2017), and Nigeria (Kura et al., 2019). The study respondents believe training and development programs will increase their work performance and stability, eventually increasing their opportunity to acquire higher salary increments and seek careers elsewhere. As a result, they appreciate POS (Haryono et al., 2020; Kura et al., 2019; McKnight, 2022; Pohl et al., 2017; Yao et al., 2025).

However, Lee and Chui's (2019) study does not support the positive relationship between training and development and POS. This is probably because training and development in the studied organisation were not carried out frequently or only organised when a need arose (Lee & Chui, 2019). Therefore, those employee respondents who appreciate training and development in extending their range of work-related skills and abilities in the future feel disappointed.

Although pro and con results are shown in past studies, this study predicts that the relationship between these two variables is significant in the current study's context (see H2b). Tanzanian public parastatals are not performing well in helping the government increase the population's socioeconomic status. Therefore, the government may terminate the non-performing parastatal or introduce a new policy or privatisation scheme. Thus, the current employees will appreciate organisational support if training and development programs are organised to shape their work performance and learn new knowledge. Such an incentive benefits current working parastatal and provides employees a better opportunity to seek a career elsewhere.

H2b: The training and development practice positively relates to perceived organisational support.

The hypothetical relationship between performance appraisal and POS is supported in studies located in the Netherlands (Uysal, 2019; van Woerkom & Kroon, 2020), Bangladesh (Rubel et al., 2023), Pakistan (Rehman et al., 2018), and Malaysia (Ismail et al., 2022). The study's employee respondents appreciate their working organisation when their performance is appraised objectively based on quantifiable measures, and they are allowed to discuss the evaluation of their performance with superiors. However, some studies show that performance appraisal is not significantly related to POS. This is probably because some respondents viewed their work performance as unfairly evaluated, especially on performance subject to the evaluator's discretion, such as empathy and friendliness. Prejudice and unreliability in implementing

performance appraisal reduce organisational support perception among employees working in private firms in China (Mayes et al., 2016).

Although the performance appraisal and POS relationship is supported and not supported in the literature, this study anticipates that the hypothetical relationship between performance appraisal and POS is supported (see H2c) because a fair, open, and effective implementation of performance appraisal in the public parastatals will positively influence employees' perceptions that their managers and the parastatals are supportive and concerned with their wellbeing (Ismail et al., 2022; Rehman et al., 2018; Uysal, 2019; van Woerkom & Kroon, 2020). Additionally, performance appraisal encourages honest and direct communication among managers and workers, which helps employees better understand their roles and feel more supported by the firm (Uysal, 2019; van Woerkom & Kroon, 2020).

H2c: The performance appraisal practice positively relates to perceived organisational support.

The support of the relationship between the two variables - compensation and benefits, and POS - is reported among employees who were working in the Unites States of America (Jolly et al., 2021), Canada (Silbert, 2005), Indonesia (Mauludi et al., 2024; Winarno et al., 2022), South Africa (Sealome & Chipunza, 2020), and Bangladesh (Rubel et al., 2020). The positive relationship was contributed to by providing performance-based benefits, like incentives and salary increments, which delighted employees and increased their positive feelings about their organisation's support (Silbert, 2005;

Winarno et al., 2022). Furthermore, offering a complete benefits package, including health coverage and sustainable retirement programs, helps to intensify employees' favourable reaction to support given by their organisation (Rubel et al., 2020; Sealome & Chipunza, 2020).

Not all studies support the hypothetical relationship between compensation and benefits, and POS. For example, nurses working in a specific division (like an emergency department) of a private hospital in Penang may feel that the awarded compensation and benefits are not equitable to the contributed time and work energy compared to nurses working in an outpatient division (Lee & Chui, 2019). Such a contradictory response causes compensation and benefits to become a non-significant variable in determining the respondent's POS.

This study projects that the two variables - compensation and benefits, and POS - are significantly related (see H2d) because the Tanzanian public parastatals provide a wide range of public services. When the parastatals offer compensation and benefits packages like flexible schedules, health insurance, and maternity and paternity leaves comparable to other public and private companies, employees will appreciate the organisation's care in helping employees attain a better work-life balance, lowering stress levels, and improving general well-being.

H2d: The compensation and benefits practice positively relates to perceived organisational support.

2.5.3 Perceived Organisational Support and Job Satisfaction

(H3)

The positive relationship between POS and job satisfaction was supported in past studies (Altanchimeg, 2024; Maan et al., 2020; Naini & Riyanto, 2023; Tamundong & Caballero, 2024; Odazie & Alade, 2024). Happiness and satisfaction amplify when employees feel the organisation cares about their well-being and appreciates their work performance (Thawinratna & Mohanan, 2024; Bernarto et al., 2020; Özdemir, 2022). Organisations are also seen as supportive by their employees when their working environment improves (Halim & Erdiansyah, 2024; Kim & Hyunjin, 2024; Maan et al., 2020). Additionally, frequent and open communication between management and employees might give workers the impression that their ideas and opinions are taken seriously, eventually boosting their job satisfaction (Amponstira, 2023; Kambara et al., 2023; Pirrotta et al., 2024).

Similar to past study results presented above, this study predicts that employees in public parastatals will likely achieve higher levels of job satisfaction if they believe they are being treated fairly and with respect. Giving fair and equal benefits to all employees, regardless of their demographic background, is one way for the parastatals to exhibit fair treatment, improving job satisfaction. Furthermore, regularly recognizing and rewarding employees' contributions can enhance their job satisfaction by helping them feel valued and appreciated. Incentives for performance, job advancements, or public acclaim are some examples of this, which will increase their feelings of organisational support

and satisfaction. Thus, improving the POS of employees in public parastatals in Tanzania will lead to higher job satisfaction levels, as shown in H3.

H3. Perceived organisational support positively relates to job satisfaction.

2.5.4 Human Resource Management Practices, Perceived Organisational Support, and Job Satisfaction (H4a, H4b, H4c, and H4d)

Past studies support that POS mediates the relationship between HRMP variables and job satisfaction (Mayes et al., 2016; Pungnirund et al., 2020). Past empirical studies report that effective and efficient implementation of HRMP dimensional variables stimulates a high level of POS, which eventually leads to a higher level of job satisfaction (Alshaabani et al., 2021; Amarneh & Muthuveloo, 2020; Ayuningtias et al., 2018; Li, 2020; Pfister et al., 2020; Winarno et al., 2022; Woerkom & Kroon, 2020). For example, fair procedures for recruitment and selection, together with induction given to newly recruited employees, develop a positive feeling in new employees that the organisation cares for them and their well-being, i.e., employees develop feelings of POS, and hence trigger higher job satisfaction (Adom & Asunka, 2020; Hamza et al., 2021).

An organisation that is committed to providing training and development programmes to employees to extend their range of work-related skills and abilities makes employees think they are cared for, honoured, and supported by their employers (Ezam & Hyder, 2018; Ozkeser, 2019), which in turn increases

job satisfaction (Changare & Mosoma, 2022; Riyanto et al., 2021). Literature also shows that performance appraisal, POS, and job satisfaction are strongly related (Pungnirund, Techarattanased, & Mutakalin, 2020; Rehman et al., 2018; van Woerkom & Kroon, 2020). An open, fair, and well-communicated performance appraisal process motivates employees to develop positive feelings about the support provided by their organisations and then increase their levels of job satisfaction (Ismail et al., 2022; Pungnirund et al., 2020; Uysal, 2019).

The indirect effect of compensation and benefits on job satisfaction through POS can be explained as follows. Fair compensation packages related to monetary benefits (like salary increments, allowances, and bonuses) and non-monetary benefits (like letters of appreciation and certificates of good performance) help employees develop a positive feeling that their organisation cares about their well-being and recognises their efforts and contributions to the organisation, i.e., POS, which eventually leads to higher job satisfaction (Albalawi et al., 2019; Bernarto et al., 2020; de la Torre-Ruiz et al., 2019; Ghafoor et al., 2021; Purwanto, 2020). Similar to the argument presented by scholars in their study, this study also projects that POS is a significant mediator between each HRMP dimensional variable and job satisfaction. Accordingly, the current study hypothesizes that:

- H4a: Perceived organisational support mediates the relationship between recruitment and selection, and job satisfaction.
- H4b: Perceived organisational support mediates the relationship between training and development and job satisfaction.

H4c: Perceived organisational support mediates the relationship between performance appraisal and job satisfaction, and

H4d: Perceived organisational support mediates the relationship between compensation and benefits, and job satisfaction.

2.5.5 Managers' Trustworthiness, Perceived Organisational Support, and Job Satisfaction (H5)

Managers' trustworthiness consists of three main components: ability, benevolence, and integrity. Ability combines the necessary skills, knowledge, and competencies that make managers successful (Gilstrap & Collins, 2012; Mayer et al., 1995). Benevolence shows the degree to which a manager is willing to care about other employees' feelings and help other employees if required (Castro et al., 2022; Mayer et al., 1995; Samuel, 2018). Integrity refers to the degree to which a manager has a set of principles, like consistent work actions and behaviours, and making soundness and fair decisions that the employees find acceptable (Al-Sharifi et al., 2023; Enwereuzor et al., 2020; Mayer et al., 1995).

Literature generally shows that managers' trustworthiness enhances job satisfaction (Cho & Lee, 2011; Cho & Perry, 2009; Dirks & Ferrin, 2001; Yang et al., 2024). Moreover, the presence of managers' trustworthiness was found to be critical in strengthening the positive outcomes generated from varying types of managerial initiatives such as empowerment (Ertürk & Albayrak, 2019), organisational fairness (Humayun & Siddiqui, 2023), bundle of HRMP (Vanhala & Dietz, 2019), leader-member exchange (Taştan & Davoudi, 2015),

Organisational restructuring (Fryxell et al., 2004) and motivation (Grant & Sumanth, 2009; Piryaei, 2015). Besides, as employees perceive, a manager's trustworthiness moderates the relationship between intrinsic motivation and job satisfaction. When the levels of managerial trustworthiness increase, the relationship between intrinsic motivation and job satisfaction becomes stronger (Cho & Perry, 2009). Further, Ko and Hur's (2014) study results show that managerial trustworthiness moderates the effect of procedural justice (POS) on job satisfaction.

Managers play a crucial role in representing the interests of their organizations, and the relationship between managers and their employees significantly influences how employees view their organizations. For employees to perceive their organizations as supportive, they must first see their managers as supportive and trustworthy. This connection underscores the importance of a positive manager-employee relationship (Eisenberger et al., 1986; Levinson, 1965; Rehman et al., 2019; Van Knippenberg et al., 2007). For example, when employees trust that their managers are behaving well and are reliable, such as having the capability of performing their job (denotes ability), are concerned about employees' job welfare (denotes benevolence) and have a good sense of justice (denotes integrity) will also perceive their organisation as trustworthy (Tan & Tan, 2000).

This positive perception will help to strengthen the relationship between various managerial initiatives (which help to develop the feeling of POS among employees) and work-related attitudes and behaviours like job

satisfaction (Chan & Mak, 2016; Cho & Lee, 2011; Cho & Perry, 2009; Dirks & Ferrin, 2002) organisational citizenship behaviours (Pillai et al., 1999; Wat & Shaffer, 2005); organisational commitment (Lee, 2005) and organisational identification (Ertürk & Albayrak, 2019) which results to superior levels of individual and organisational performance (Dirks,1999; Vanhala, & Dietz, 2019).

The view from the perspective of the Social Exchange Theory (Blau, 1964), employees will reciprocate positive actions by the organisation, such as organisational support, by demonstrating favourable job attitudes and behaviours (Ertürk & Albayrak, 2019; Rubel et al., 2018). Meanwhile, the quality of reciprocal social exchange relationships among managers and their employees can be strengthened through managers' trustworthiness, such that fair and trustworthy exchanges can stimulate harmonious relationships, which may trigger levels of job satisfaction (Ertürk & Albayrak, 2019; Rehman et al., 2019; Rubel et al., 2018). Thus, the moderating role of managers' trustworthiness in such relationships is essential (Grant & Sumanth, 2009; Humayun & Siddiqui, 2023).

Therefore, managers' trustworthiness, as perceived by their employees, plays a vital role in moderating the relationship between POS and job satisfaction. There will be a strong relationship when managers' trustworthiness is higher and a weak relationship when trustworthiness is low. Thus, the current study hypothesizes that:

H5: The trustworthiness of managers moderates the relationship between perceived organisational support and job satisfaction, such that there is a strong relationship when managers' trustworthiness is high.

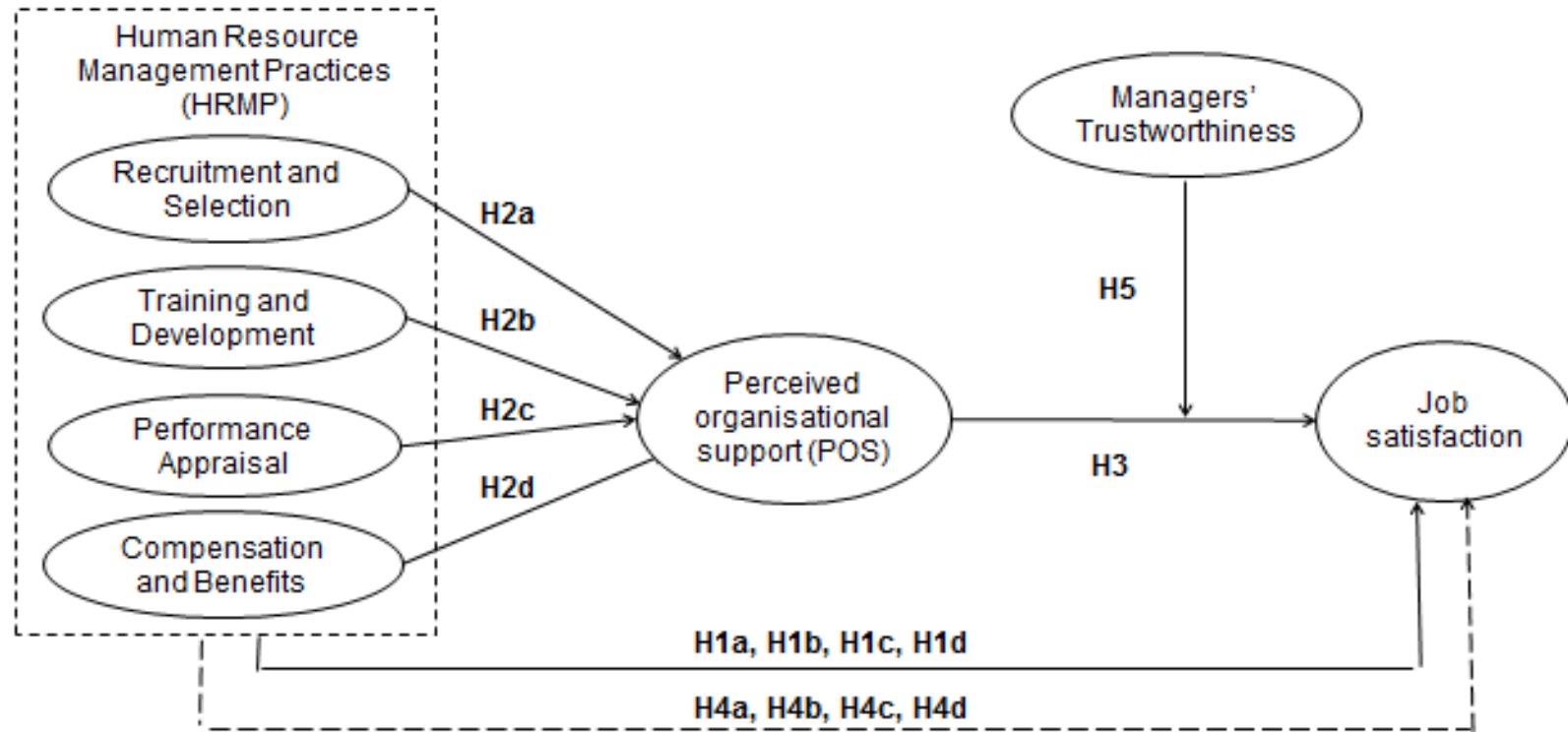
2.6 Current Conceptual Model

Figure 1 presents the conceptual model of the current study. As mentioned earlier, job satisfaction is both an indicator of organisational performance and a behavioral construct. This model suggests a direct relationship between HRMP dimensional variables and job satisfaction, indicating that HRMP dimensions directly influence employee job satisfaction in public parastatals in Tanzania.

Within this framework, the various HRMP dimensional variables - recruitment and selection, training and development, performance appraisal, and compensation and benefits - are considered IVs. Job satisfaction is the DV. Furthermore, each HRMP dimensional variable affects job satisfaction indirectly through the mediating influence of POS. Additionally, managers' trustworthiness moderates the relationship between POS and job satisfaction. The composition of the conceptual framework aims to fill the existing gaps in the literature. The model for this study is illustrated in the figure below:

Figure 1

Current Study's Conceptual Model



Note: Direct paths: H1a to H1d, H2a to H2d, and H3;
Mediating paths: H4a, H4b, H4c, and H4d;
Moderating path: H5

Source: Develop for the current study

2.7 Chapter Summary

This chapter highlights the literature review of past studies related to this study. Social Exchange Theory is the basic theoretical framework for developing this study's model because all the study variables involve social exchanges and reciprocity. Therefore, the theory is sufficient to explain the existing relationships among variables in the current study's model. Literature gaps are identified after a detailed review of job satisfaction, HRMP, POS, and trustworthiness studies. A discussion on how to fill the gaps is presented. Research hypotheses were developed featuring direct and indirect relationships between IVs: recruitment and selection, training and development, performance appraisal, and compensation and benefits; and the DV (job satisfaction) to achieve the objectives and answer the current study's research questions. Lastly, the finalised current study's research model is presented.

CHAPTER THREE

METHODOLOGY

3.1 Introduction

This chapter presents research paradigms and justification for positivism in the current study. It also discusses the current study's research and sampling designs, data collection and analysis methods, and ethical considerations.

3.2 Research Philosophy or Paradigm

Research in business and management is typically guided by specific “worldviews” (Creswell, 2014; Primecz, 2024; Saliya, 2023). These worldwide views, philosophies, paradigms, or dichotomies are fundamental principles that inform research decisions and actions (Aguzzoli et al., 2024; Panya & Nyarwath, 2022; Paudel, 2024). Research paradigms are overarching philosophical perspectives concerning the world, including the direction of a researcher's investigation (Cresswell, 2014; Gannon et al., 2022; Razali & Fernando, 2024). These paradigms are influenced by the academic disciplines involved, the preferences of students' mentors or supervisors, and insights gained from past studies (Cresswell, 2014; Kumar, 2011; Lim, 2023; Mbhiza, 2024). They significantly shape data collection methods and analysis techniques, impacting the choice between quantitative, qualitative, or mixed approaches in research (Cresswell, 2014; Saliya, 2023; Saunders, 2019).

According to Saunders (2019), three primary factors differentiate one paradigm from another: ontological assumptions (views on the nature of reality), epistemological assumptions (views on valid and reliable knowledge), and axiological assumptions (views on values, beliefs, and ethical issues). While there are various ways to categorize research paradigms, most researchers agree on several key types: Positivism, Critical Realism, Interpretivism, Post-positivism/Postmodernism, and Pragmatism (Cresswell, 2014; Khaled, 2022; Saunders, 2019; Ugwu et al., 2021).

Positivism is the philosophical perspective of natural scientists that seeks to separate facts from values or opinions (Ali et al., 2021; Aliyu et al., 2023; Cresswell, 2014). It focuses on social and observable realities to create simplified laws, ensuring precise and objective knowledge (Lazarus et al., 2025; Ali, 2024; Park et al., 2020). This approach is grounded in scientific methodologies designed to generate unbiased facts and data (Omodan, 2022; Saunders et al., 2016). Positivism asserts that scientific research should be value-free, with researchers maintaining neutrality and independence regarding their subject matter (Creswell, 2014; Mustofa, 2024).

In contrast, post-positivism or postmodernism emphasises the influence of language and power dynamics, aiming to challenge established intellectual frameworks and amplify marginalized perspectives (Dulal, 2025; Hoare & Aguilar, 2023; Jackson & Dolan, 2021; Musa & Aldiabat, 2024). Postmodernists deconstruct data to expose its flaws and omissions (Aryal, 2024; Saunders, 2019). Critical realism defines our observations based on the

fundamental truth patterns that underlie apparent behaviours. Critical realists perceive realities as self-sufficient and external, understandable through empirical means (Mercier et al., 2023; Parra, 2023). Agreement on truths and social constructions, historically contextual and transitory, is essential; these truths cannot exist independently (Saunders, 2016).

Interpretivism argues that people cannot be treated as mere physical objects, as their surroundings influence them (Ali et al., 2021; Ikram & Kenayathulla, 2022). Therefore, social science research requires a different approach than traditional natural sciences. Individuals come from diverse cultural backgrounds and experiences, shaping their perspectives according to various situations and contexts (Acharya, 2025; Schwinghammer et al., 2025). Interpretive researchers aim to gather meaningful participant insights to produce a nuanced understanding of social phenomena (Acharya, 2025; Saunders, 2016).

Pragmatic philosophy posits that ideas are valid only if they facilitate action. It places a strong emphasis on the useful and practical application of theories, beliefs, and ideas, operating under the tenet that an idea or theory is only valuable if it is practical and useful (Hameed, 2024; Lim, 2023). Consequently, various research concepts - such as development, propositions, and outcomes - should be practical, relying on their usefulness as tools for belief and action. Pragmatism seeks to integrate these diverse elements, including assessed experiences (Cresswell, 2014; Dolan et al., 2022; Saunders et al., 2016).

The current study's conceptual framework builds on a well-established theoretical framework of the social exchange theory (SET) and the past related studies. Therefore, collecting qualitative data to identify the measuring items for each variable is unnecessary. Consequently, a positivist paradigm is applied. Additionally, quantitative data (using a survey strategy) was collected and analysed to test and confirm the predicted connections between HRMP dimensional variables, POS, the manager's trustworthiness, and job satisfaction in public parastatals within Tanzania's transportation sector. Furthermore, per the positivist paradigm, the researcher and the data collection facilitators did not provide any cues that could influence respondents' answers. As such, the results reflect the respondents' genuine opinions, which were collected using standardized instruments and underwent a statistical validation, therefore support generalisation of the results.

3.3 Research Approach

Using theories in research leads to two primary approaches: deductive and inductive. These approaches influence the research design employed (de Klerk et al., 2023; Locsin, 2024; Yuwono & Rachmawati, 2023). This study takes a deductive approach, aiming to evaluate the applicability of the Social Exchange Theory framework within its specific context (Johansson, 2021; Saunders & Bristow, 2023).

It investigates whether respondents' job satisfaction is linked to the organization's HRMP, their perception of the support provided by their organization (Perceived Organisational Support, or POS), and the

trustworthiness of their managers. Increased job satisfaction can enhance employee performance, which may improve the overall effectiveness of parastatal organizations.

Quantitative data were systematically collected to test the theory's propositions and clarify the hypothesized relationships between HRMP dimensional variables, POS, the trustworthiness of managers, and job satisfaction (Saunders et al., 2016).

3.4 Research Strategy

Saunders et al. (2012) identified several research strategies, including case studies, experiments, surveys, ethnography, archival research, grounded theory, narrative inquiry, and action research. For this study, in line with its objectives and positivist research paradigm, a survey strategy was chosen, utilizing closed-ended questionnaires to gather quantitative data.

Closed-ended questionnaires allow researchers to objectively evaluate whether respondents consistently select the same range of agreement or disagreement on Likert scales. Compared to other research methods, closed-ended questionnaires efficiently gather standardized data from a large population quickly (Beck, 2024; Cernat et al., 2024; Harrison et al., 2023; Sharma, 2022). This quantitative data enables researchers to assess the reliability and validity of their findings through inferential statistics, which are crucial for confirming hypothetical relationships between variables.

3.5 Research Design

Transportation public parastatals have historically underperformed in their contributions to the consolidated government fund and have yielded low returns on investment, even as other economic sectors—such as agriculture, health, and education—have grown (Controller and Auditor General, 2023; 2024; Office of the Treasury Registrar, 2023). Literature suggests that human capital behaviour, specifically job satisfaction, is critical to a company's overall performance (Mongi, 2020; Winkelhaus et al., 2022).

This study focuses on non-managerial employees with at least one year of experience in their current parastatal organization. These employees have been exposed to and experienced the HRMP dimensions and can link these practices to POS and job satisfaction. This study collected cross-sectional quantitative data to examine and validate the direct and indirect relationships among the dimensions of HRMP, POS, and the trustworthiness of managers. If the respondents have not experienced their parastatal's HRMP dimensions, longitudinal data would be necessary, as they could not connect how the company's HRMP dimensions and POS contribute to their job satisfaction.

To ensure the reliability and validity of the collected data, the study's design was systematically structured so that the results aligned with the research questions and objectives, thereby confirming the hypotheses. A review of the methodologies in past human resources studies, as presented in Table 6, indicates that many studies collected quantitative data using a deductive

approach (Alam & Nahar, 2022; Alsafadi & Altahat, 2021; Bloomfield & Fisher, 2019; Malik et al., 2022; Manisara, 2022; Soares et al., 2022).

The quantitative data were statistically analysed to test the propositions of the adopted theoretical framework and the hypothetical relationships involving other variables drawn from the literature. Only three studies used qualitative and quantitative approaches or a mixed-methods approach to gain comprehensive and in-depth insights into the phenomena studied. A mixed-methods approach is typically used when findings from one survey must be complemented by findings from another survey, which may collect the same or different quantitative and/or qualitative data (Devyanti & Satrya, 2020; Eldh et al., 2020; Liu et al., 2016; Rashid et al., 2021; Thu, Watanabeb, & Sumita, 2021).

Table 6*Past Human Resources Studies Research Methodology*

Authors (year of publication)	Research approach	Study location	Sampling technique (Sample size)	Respondent's identity
Alam & Nahar (2022)	Quantitative	Nationalized Commercial Banks in Khulna City, Bangladesh	Simple Random Sampling (100)	Employees
Bieńkowska et al.(2022)	Quantitative	Private organisations in Poland	Purposive sampling (378)	HR managers
Hauret et al. (2022)	Quantitative	Multiple industries in Luxembourg	Convenience sampling (1238)	Employees
Malik et al. (2022)	Quantitative	Public and private organisations in Pakistan	Random Sampling (287)	Employees
Manisara (2022)	Quantitative	Electrical Parts Industries Thailand	Purposive Sampling (333 -only 78 responded)	Employees, including general managers
Soares, Suryono, & Kurnia (2022)	Quantitative	BNCTL Bank in Indonesia	Purposive sampling (250)	Employees
Winarno, Prasetyo, Laturlean, & Wardhani (2022)	Quantitative	Government transportation corporation.	Convenience sampling (377)	Employees
Abeyasinghe et al. (2021)	Quantitative	Public Sector in Sri Lanka	Convenience Sampling (100)	Employees
Almutairi & Arabiat (2021)	Quantitative	Ministry of Foreign Affairs, Kuwait	Convenience sampling (212)	Employees

Authors (year of publication)	Research approach	Study location	Sampling technique (Sample size)	Respondent's identity
Alsafadi & Altahat (2021)	Quantitative	Thirteen Jordanian Commercial Banks	Purposive Sampling (480)	Employees
Badrea et al. (2021)	Quantitative	Manufacturing firms in India	Systematic sampling (100)	Employees
Desta (2021).	Quantitative	Private Banks in Ethiopia	convenience sampling (212)	Employees
Kurdi, Elrehail, Alzoubi, & Al-Adaileh, (2021)	Quantitative	Ministry of Education, The UAE	Cluster sampling (82)	Employees
Maharmeh (2021)	Quantitative	Public corporations in Qatar	Convenience sampling (78)	Employees
Thu, Watanabeb, & Sumita (2021)	Mixed methods	Japanese companies in Vietnam	Simple random sampling(179)	Employees
Maamari & Osta (2021)	Quantitative	163 SMEs in Lebanon	Random Sampling (1082)	Employees
Wang & Lei (2021)	Quantitative	Petroleum Mining Companies, North China	Purposive Sampling (590)	Employees
Wulansari, Subroto, & Mardiaty (2021)	Quantitative	Public Accountant Firms in Indonesia	Purposive Sampling (118)	Auditors (six months to two years) with working experience.
Adom & Asunka (2020)	Quantitative	Food Research Institute (FRI) in Ghana	Convenience sampling (58)	Employees
Alamri (2020)	Quantitative	Telecom firms in Jordan	Convenience sampling (223)	Employees

Continue next page

Authors (year of publication)	Research approach	Study location	Sampling technique (Sample size)	Respondent's identity
Alown et al. (2020)	Quantitative	Five-Star Hotels in Amman and Aqaba, Jordan	Purposive Sampling (430)	Employees in the Operational Dept
Amarneh & Muthuveloo (2020)	Quantitative	Private hospital in Jordan	Convenience sampling (274)	Employees
Cherif (2020)	Quantitative	Saudi Arabian Banks	Convenience sampling (330)	Employees
Desa et al. (2020)	Quantitative	Courier service providers in Malaysia	Purposive sampling (110)	Employees
Devyanti & Satria (2020)	Mixed methods	Persero- Bali, Indonesia	Proportional probability sampling (141)	Employees
Kengatharan (2020)	Quantitative	Public Schools in Sri Lanka	Convenience sampling (703)	Teachers
Masum, Mamun, Islam, & Beh (2020).	Quantitative	Firms in Bangladesh	Purposive sampling (674)	HR managers
Pungnirund, Techarattanased, & Mutakalin. (2020).	Quantitative	Private Pharmacies in Thailand	Convenience sampling (200)	Employees
Rubel, et al., (2020)	Quantitative	Hospitals in Bangladesh	Purposive sampling (255)	Employees
Sumarsid et al. (2020)	Quantitative	Hotels in Indonesia	Convenience sampling (191)	Employees
Aburumman et.al (2019)	Quantitative	Banks in Jordan	Stratified random sampling (455)	Employees, including managers

Continue next page

Authors (year of publication)	Research approach	Study location	Sampling technique (Sample size)	Respondent's identity
Elrehail Et al., (2019)	Quantitative	Hotels in Cyprus	Purposive sampling (439)	Employees
Haryono, Ambarwati, & Saad, (2019)	Quantitative	Statistics Central Bureau in Yogyakarta, Indonesia	Purposive Sampling (75)	District Coordinators
Hamadamin & Atan (2019)	Quantitative	Erbil City, Iraq	Random sampling (600)	Employees
Khan et al. (2019)	Quantitative	Public University	Simple random (300)	Academic staff
Kura, Shamsudin, Umrani, & Salleh (2019)	Quantitative	University- Northern Western Nigeria	Convenience sampling (271)	Employees
Uysal, (2019).	Quantitative	Dutch labour market (random organisations)	Convenience sampling (238)	Employees
Gigliotti et al., (2018)	Quantitative	Restaurants in North-eastern, USA	Convenience sampling (154)	Employees
Jameel (2018)	Quantitative	Companies in Pakistan	Convenience sampling (288)	Employees
Nasurdin, Tan, & Khan (2018).	Quantitative	Large private clinics in Malaysia.	Proportionate sampling (639)	Nurses
Nazir, et al. (2018)	Quantitative	Hospitals in Jiangsu, China	Purposive sampling (325)	Nurses
Zaman (2018)	Quantitative	Private hospital Lahore, Pakistan	Stratified random sampling (301)	Nurses
Chin et al. (2017)	Quantitative	Public Organisation in Sabah, Malaysia	Purposive sampling (380)	Government officers
Pohl, Vonthron, & Closon (2017)	Quantitative	A large hospital in Belgium	Convenience sampling (331)	Nurses

Continue next page

Authors (year of publication)	Research approach	Study location	Sampling technique (Sample size)	Respondent's identity
Harden, et al., (2016)	Quantitative	US Federal Agency	Convenience sampling (800)	IT Professionals
Liu, Chow, Gong & Wang (2016)	Mixed methods	Companies in Guangdong, China	Purposive sampling (705)	Employees, including managers
Birtch, Chiang & Van Esch (2015)	Quantitative	Hospitals in Hong Kong	Simple random sampling (334)	Employees
Gilstrap & Collins (2012)	Quantitative	A large industrial company in the Midwestern USA	Purposive sampling (246)	Healthcare professionals
Zhang & Jia (2010)	Quantitative	Biotechnology Companies in China	Snowball sampling (500)	Employees, including managers
Gould-Williams (2007)	Quantitative	Forty-seven organisations in England.	Stratified sampling (3167)	Employees

Note: Developed for the current study

3.6 Sampling Design

The census has many benefits for gathering data, including thorough data coverage, reduced bias and inaccuracies, detailed analysis of smaller subgroups, improved benchmarking, and assistance in making long-term informed decisions (Bruno et al., 2020; Simon, 2022; Younus & Qodir, 2023). However, it also has disadvantages, such as increased expenses, time commitments, and the logistical difficulties of gathering and analysing vast data (MacDonald, 2020; Skinner, 2018).

This study could not conduct a comprehensive census because many employees in transportation parastatals are distributed across various geographical regions. Instead, a sampling technique was utilised. The sampling was meticulously designed to ensure that the data adequately represent the population's responses to each variable. Respondents were carefully selected from the target population to facilitate the generalization of the results. The following sections outline the sampling design procedures used in this study.

3.6.1 Study Population

A review of previous studies (see Table 6) indicates that most investigations focused on employees from a single organization or similar categories that experienced comparable HRMP dimensions. A few studies included managerial and non-managerial employees in their samples while examining the impacts of HRMP dimensional variables on job satisfaction (Liu et al., 2016; Manisara, 2022; Mayes et al., 2016; Zhang & Jia, 2010).

In contrast, this study explicitly excludes managerial employees because it also investigates the moderating effect of managers' trustworthiness as perceived by employees. Non-managerial respondents with at least one year of working experience in the studied parastatal were selected from underperforming public parastatals in Tanzania. If the sample had been drawn from well-performing public parastatals, the negative behaviours of employees in the underperforming parastatals likely would have been mitigated by the positive behaviours of those in well-performing organizations. As such, the current study's population is homogenous, as samples were drawn from employees working in parastatals in the transportation sector only. With the related activities in these parastatals, it is expected that employees would experience similar perceptions towards HRMP, POS and managers' trustworthiness variables.

This study defines employees as individuals hired by a public parastatal to work as front-line or supporting (backstage) staff. This definition excludes top, middle, or lower-level management positions such as Chief Operating Officers, directors, heads of zones, divisions, branches, departments, sections, or units, and supervisors.

3.6.2 Study Location

The main study data were collected in six regions distributed across six zones in Tanzania, as these regions contain underperforming public parastatals in the transportation sector. The regions included are Arusha (Northern Zone), Mbeya (Southern Zone), Dar es Salaam (Eastern Zone), Kigoma (Western Zone),

Dodoma (Central Zone), and Mwanza (Lake Zone). Each region serves as a social and economic hub within its respective zone. They are well-connected to other regions through various forms of transportation infrastructure, including air travel (offered by private and public airlines), a well-developed network of tarmac roads, and railways. Additionally, marine transportation services are available in the Dar es Salaam, Kigoma and Mwanza regions.

The regions are also home to diverse social and economic activities, such as agriculture, tourism, mining, commercial and trading, manufacturing, and secondary education and higher learning institutions. Consequently, they have a significant population, accounting for 31.3% of Tanzania's total population, according to the 2022 census (United Republic of Tanzania - National Bureau of Statistics, 2022). Therefore, public policymakers must ensure that the transportation infrastructure in these selected study locations is adequately developed.

3.6.3 Sample Size

As shown in Table 6, previous studies typically featured sample sizes ranging from 50 respondents to 250 respondents (Abeyasinghe et al., 2021; Alam & Nahar, 2022; Almutairi & Arabiat, 2021; Badrea et al., 2021; Desta, 2021; Kurdi et al., 2021; Maharmeh, 2021; Soares, Suryono, & Kurnia, 2022; Thu et al., 2021). However, these studies do not disclose how they determined their sample sizes or provide adequate justification for their choices. While smaller samples can be acceptable, larger samples are generally preferred, as collecting feedback from a greater number of respondents enhances the significance of

the statistical results, leading to a more accurate understanding of the population's behaviour of interest (Bulus & Dong, 2021; Cresswell, 2014; Hennink & Kaiser, 2022; Lakens, 2022).

A confidence interval of 95% is used to accurately represent the population, along with an assumed sampling error of 5%, which is commonly acceptable in social science research (Israel, 2003; Cresswell, 2012). To determine the sample size for the current study, the researcher used Yamane's (1967) formulation, which assumes that respondents are selected using probability sampling techniques and that the population size is known (Israel, 2013; Macha, 2018).

Yamane's formulation also assumes the respondent's behavioural reactions to the studied variables are homogenous. Since the employee respondents in this study work within the same public parastatal sector (transportation), they are likely experiencing similar HRMP and receiving comparable organisational support, which may lead to similar feelings about job satisfaction. Given that the study meets these assumptions, Yamane's formula is applied to compute the sample size, as shown in Equation 1.

$$n = N / [1 + N(e^2)] \quad (1)$$

where;

‘n’ denotes the sample size

‘N’ represents the population count, and

‘e’ represents the level of precision (error term).

According to human resource reports from relevant parastatals, 4,191 employees worked in Tanzania's selected public parastatals as of January 2024 (Respective human resource departments, 2024). The ideal sample size of the current study is calculated as follows.

$$\begin{aligned} n &= 4,191 / [1 + 4,191 (0.05)^2] \\ &= 365.15 \approx 365 \text{ employees} \end{aligned}$$

The calculation indicates that the ideal sample size for the current study is 365 employees. The study also considered the non-response rate of 20%, which is typical for management research in Tanzania (Goodluck, 2009). Thus, the sample size was adjusted: $365 + (365 * 20\%) = 438$ respondents. Therefore, a total of 438 questionnaires were distributed for the main study. This approach is supported by Saunders et al. (2019) and Wong (2013), who assert that larger sample sizes are desirable for studies aimed at generalization.

3.6.4 Sampling Methods

The review of the methodologies used in past studies, as outlined in Table 6, indicates that most studies used non-probability sampling methods, with a notable focus on purposive sampling (Alown et al., 2020; Alsafadi & Altahat, 2021; Lasisi et al., 2020; Manisara, 2022; Pfister et al., 2020; Rubel, Hung, & Rimi, 2020; Wang & Lei, 2021; Wulansari, Subroto, & Mardiaty, 2021). This preference was primarily due to the absence of a suitable sampling frame.

Additionally, convenience sampling, another non-probability method, was commonly employed in past human resource management studies. However,

many of these studies did not disclose whether they had obtained permission from the respondents' employers before data collection (Abeysinghe et al., 2021; Amarneh & Muthuveloo, 2020; Cherif, 2020; Kengatharan, 2020; Kura et al., 2019; Soares, Suryono, & Kurnia, 2022; Sumarsid et al., 2020; Uysal, 2019; Winarno et al., 2022).

While these techniques allow researchers to select respondents based on availability and convenience, they can lead to biased results since non-probability sampling does not give all respondents an equal chance of being selected (Creswell & Hirose, 2019). Therefore, this study utilized the probability sampling method to ensure that each employee working in the selected public parastatals within the transportation sector had an equal opportunity to be included (Cresswell, 2014; Kumar, 2011). The following paragraphs describe the sampling procedures used in the current study.

First, the study divided the regions into six major zones i.e., Northern, Southern, Eastern, Western, Central, and Lake zone where the six selected underperforming public transportation parastatals are located. The population of interest was drawn from these parastatals across the different zones. In this study, the population is defined as non-managerial employees working in transportation parastatals. Thus, all respondents regardless of their region or zone of origin, fit this definition and were treated as a single unified sample consisting of 438 respondents. Additionally, the study did not intend to stratify respondents by zone because the target group was considered relatively homogeneous, and stratification is more suitable when researchers aim to

compare results across subgroups (Ahmed, 2024; Giri, 2024; Makwana et al., 2023). Consequently, the researcher applied a multistage cluster sampling approach to identify the relevant zones, regions, and parastatals and then obtained a single cluster sample that represents the overall population parameters, rather than creating stratified samples.

Furthermore, parastatals of interest were identified from a comprehensive list of all parastatals in Tanzania. Respondents from each parastatal were selected using a simple random sampling method, which helps reduce bias by giving all employees an equal chance of being chosen (Ganesha & Aithal, 2022; Noor et al., 2022; Rahman et al., 2022; Sharma et al., 2025). The sampling frame, consisting of employees' names and designations, was obtained from the human resource departments of the respective parastatals. Only non-managerial employees from this sampling frame were included in the main survey. Accessing the sampling frame was relatively straightforward, as all public institutions in Tanzania are required to prepare and maintain a list of all employees in accordance with the "Standing Orders for the Public Service 2009," Section C, sub-section 19.

Moreover, the sample respondents were randomly selected using a lottery technique in the human resource department office, with the assistance of a department representative. Before conducting the main survey, the researcher sent a formal letter to each parastatal's human resource department requesting permission for the survey. Once this request was granted, the researcher met with the human resource department's representative to agree on the timing

and location for the survey and to coordinate any additional arrangements necessary for successful data collection. Using the lottery technique, the researcher assigned a number to each non-managerial employee and wrote these numbers on small pieces of paper, each displaying only one number (Singh & Masuku, 2014). The papers were then folded and placed in a container. The researcher, alongside the human resource representative, drew pieces of paper according to the pre-determined sample size of each parastatal. The human resource representative verified the availability of each selected respondent. If a chosen respondent was unavailable, the drawing process was repeated to select a replacement. Once the selected employees were confirmed for the survey, the human resource representative facilitated a face-to-face meeting on a specific date and time, allowing the researcher to explain the study's purpose and distribute the hard copy questionnaire. Further details on the pilot and main studies' data collection and questionnaire distribution procedures can be found in subsections 3.7.3 and 3.7.5.

Generally, cluster sampling technique was implemented in several stages. First, the parastatals of interest were identified from a comprehensive list of all parastatals in Tanzania. Second, the sample size distribution was determined based on the employee count of each parastatal within the total population. Third, the allocated sample sizes for each selected parastatal were based on the six regions distributed across six zones: Northern, Southern, Eastern, Western, Central, and Lake. In the final stage, respondents were randomly selected from the chosen parastatals in each region by obtaining sampling frames, or

employee name lists, from each selected parastatal. The following sub-chapters explain how the parastatals and samples were selected at each stage.

3.6.4.1 Stage one: selecting a group of parastatals of interest from the entire list (groups) of parastatals

According to the Office of the Treasury Registrar (2023), Tanzania has 248 public parastatals categorised into ten groups, as summarised in Table 7. Based on the nature of activities and services provided by these parastatals in economic and social sectors, this categorisation indicates their diverse roles within the government framework.

The first category, commercial parastatals or state-owned enterprises, comprises entities that operate entirely (100%) for business purposes and are wholly owned (100%) by the government. The other categories (2 to 9) primarily focus on facilitating and providing services to citizens. For instance, the transportation sector falls under the first category of commercial parastatals. The parastatals in the transportation sector are grouped in the first category.

While some parastatals are designed to provide services, it is worth noting that several of them generate profits, contributing to the government's consolidated funds through dividends or remittances (Office of the Treasury Registrar, 2023). This implies that, despite their primary service-oriented mission, many parastatals operate within a business model. The distribution of these parastatals across various economic and social sectors highlights their

significance and the government's commitment to enhancing its citizens' development across all aspects of life.

The category labelled “Other Entities” includes major parastatals engaged in various social and economic activities (Office of the Treasury Registrar, 2023). Notable examples include the National Housing Corporation (NHC), Tanzania Revenue Authority (TRA), National Insurance Corporation (NIC), Ngorongoro Conservation Area Authority (NCAA), State Mining Corporation (STAMICO), and Tanzania Electric Supply Company Limited (TANESCO). Other significant parastatals are Tanzania National Parks (TANAPA), Tanzania Petroleum Development Corporation (TPDC), Tanzania National Road Agency (TANROADS), Tanzania Telecommunication Corporation (TTCL), and the Medical Stores Department (MSD).

Table 7
Categories of Public Parastatals

	Category	Parastatal s' count	Percentage (%)
1	Commercial Parastatals /State-Owned Enterprises	35	14
2	Education, Research and Training Institutions	74	30
3	Water Utilities	43	18
4	Industry and Sectoral Regulators	20	8
5	Agricultural Institutions	14	6
6	Health Institutions	6	2
7	Social Security Funds	4	1
8	Sectorial Funds	7	3
9	Quasi-Judicial Institutions	4	1
10	Other Entities	<u>41</u>	<u>17</u>
	Total	248	100

Source: Office of the Treasury Registrar, 2023

This study focuses on the first group - Commercial Parastatals/State-Owned Enterprises - comprising 35 entities for two primary reasons. Firstly, these parastatals produce goods and services for commercial purposes, meaning they are fully or partially involved in business operations with significant government investment from taxpayers, who expect substantial returns. Secondly, these parastatals have been underperforming. According to the Office of the Treasury Registrar (2023), over the past five years (2017 to 2021), they reported an average annual return on investment of only 4.5%, lower than that of other parastatal groups. Furthermore, many entities in this category reported zero return on investment and experienced significant losses (see Table 1, Controller and Auditor General, 2023; Office of the Treasury Registrar, 2023).

3.6.4.2 Stage two: Selecting parastatals of interest from a group of Commercial Parastatals

Studying all 35 parastatals is challenging due to limited resources and time, their diverse socioeconomic activities, and their geographical locations. Therefore, this study selects six parastatals operating within the transportation sector. The selected parastatals are listed in Table 8, and each has operational offices in at least one of the six designated regions and zones.

Table 8*The Selected Public Parastatals in the Transportation Sector*

Name of the Parastatal	Nature of transportation services	Regions and zones
1. Tanzania Railways Corporation	Operates trains in eastern, central, northern and western regions	• Arusha (Northern Zone), • Mbeya (Southern Zone), • Dar es Salaam (Eastern Zone), • Kigoma (Western Zone), • Dodoma (Central Zone), and • Mwanza (Lake Zone)
2. Tanzania Posts Corporation	Operates road transportation services, trucks, and motorcycles for transporting goods and delivering parcels across the country, mainly in large towns	• Arusha (Northern Zone), • Dar es Salaam (Eastern Zone), • Kigoma (Western Zone), • Dodoma (Central Zone), and • Mwanza (Lake Zone)
3. Dar es Salaam Rapid Transit Agency	Operates rapid buses in Dar es Salaam	• Dar es Salaam (Eastern Zone),
4. Tanzania Electrical, Mechanical, and Electronics Services Agency	Operates ferries in the Indian Ocean and lakes	• Arusha (Northern Zone), • Dar es Salaam (Eastern Zone), • Kigoma (Western Zone), • Dodoma (Central Zone), and • Mwanza (Lake Zone)
5. Air Tanzania Limited	Operate aeroplanes	• Arusha (Northern Zone), • Mbeya (Southern Zone), • Dar es Salaam (Eastern Zone), • Kigoma (Western Zone), • Dodoma (Central Zone), and • Mwanza (Lake Zone)
6. Marine Services Company Limited	Operates passengers and cargo ships in the lake zone regions	• Kigoma (Western Zone) and • Mwanza (Lake Zone)

Note: CGF: Consolidated Government Fund

Source: Developed for the current study

3.6.4.2 Stage three: Distribution of the sample size in the selected parastatals

Four hundred thirty-eight employee respondents were surveyed from six selected public parastatals (see Table 8). These parastatals are listed according to their contributions to the Government Consolidated Fund (GCF) for the

financial years 2019/20 to 2020/21, as reported by the Office of the Treasury Registrar in 2022 and 2023. The list begins with the parastatals that contributed the most and ends with those that contributed the least. Table 9 summarises each public parastatal's computed proportional sample size count.

Table 9

Distribution of Sample Size from the Selected Parastatals

Name of the Parastatal	Contribution to CGF (In Millions of Tanzanian shillings (2019-2022))	Number of employees (a)	Percentage of employees in total population (%) (b)	Sample size count (c)
1. Tanzania Railways Corporation	1,500.00	1,910	45.6	200
2. Tanzania Posts Corporation	700.00	728	17.4	76
3. Dar es Salaam Rapid Transit Agency	389.00	102	2.5	11
4. Tanzania Electrical, Mechanical, and Electronics Services Agency	0.00	703	16.7	73
5. Air Tanzania Limited	0.00	656	15.6	68
6. Marine Services Company Limited	0.00	92	2.2	10
Total	2,589.00	4,191	100%	438

Note: CGF: Consolidated Government Fund, N=4,191 (total number of employees in all six parastatals), TS=438 (total sample size), a = parastatal's employees, $b = [a / N \times 100]$, $c = [b / 100 \times TS]$.

Source: Data compiled from Office of the Treasury Registrar, 2022-23, and respective parastatals' human resource departments, 2024.

3.6.4.3 Stage four: Distribution of the sample size of the selected parastatals in respective regions and zones

As shown in Table 8, each parastatal has operating offices in at least one of the six selected regions and zones. Table 10 computes the sample size of operating offices in different regions and zones, while Table 11 summarizes the sample size distribution in each zone.

Table 10*Distribution of Sample Size Counts in Each Region*

Parastatal name	Total employee counts (N1)	Sample size counts from each parastatal (TS)	Region	Zone	Employee counts in the region (A)	Percentage of the total employee counts in the parastatal (%) (B)	Sample size counts at each region (B)
1. Tanzania Railways Corporation	1,910	200	Arusha	Northern	32	1.6	3
			Dar es Salaam	Eastern	1,766	92	184
			Kigoma	Western	38	2.2	5
			Dodoma	Central	34	1.7	3
			Mwanza	Lake	40	2.5	5
			Total		1,910	100	200
2. Tanzania Posts Corporation	728	76	Arusha	Northern	63	8.6	6
			Mbeya	Southern	51	7.1	5
			Dar es Salaam	Eastern	387	53.1	41
			Kigoma	Western	75	10.3	8
			Dodoma	Central	82	11.3	9
			Mwanza	Lake	70	9.6	7
			Total		728	100	76
3. Dar es Salaam Rapid Transit Agency	102	11	Dar es Salaam	Eastern	102	100	11
		Total			102	100	11

Continue next page

Parastatal name	Total employee counts (N)	Sample size counts from each parastatal (TS)	Region	Zone	Employee counts in the region (A)	Percentage of the total employee counts in the parastatal (%) (B)	Sample size counts at each region (C)
4. Tanzania Electrical, Mechanical, and Electronics Services Agency	703	73	Arusha	Northern	52	7.3	5
			Mbeya	Southern	37	5.3	4
			Dar es Salaam	Eastern	441	62.7	46
			Kigoma	Western	43	6.2	5
			Dodoma	Central	69	9.8	7
			Mwanza	Lake Zone	61	8.7	6
			Total		703	100	61
5. Air Tanzania Limited	656	68	Arusha	Northern	10	1.5	1
			Mbeya	Southern	13	1.9	1
			Dar es Salaam	Eastern	589	89.8	61
			Kigoma	Western	12	1.8	1
			Dodoma	Central	14	2.2	2
			Mwanza	Lake	18	2.8	2
			Total		656	100	68
6. Marine Services Company Limited	92	10	Kigoma	Western	13	14	2
			Mwanza	Lake	79	86	8
			Total		92	100	10

Note: N, total number of a parastatal's employees, TS= total number of a sample size in a region, A= number of employees in a region,

$$B = A / N \times 100, C = B / 100 \times TS$$

Source: Data compiled from respective HR Departments (by January 2024)

Table 11*Distribution of Sample Size Counts in Six Zones*

Zone's Name	Parastatals and the number of respondents						Total number of respondents (percentage) (g) [(h)]
	TPC (a)	TRC (b)	DART (c)	TEMESA (d)	ATCL (e)	MSCL (f)	
1. Northern	6	3		5	1		15 (3.4%)
2. Southern	5			4	1		10 (2.3%)
3. Eastern	41	184	11	46	61		343 (78.3%)
4. Western	8	5		5	1	2	21 (4.8%)
5. Central	9	3		7	2		21 (4.8%)
6. Lake	7	5		6	2	8	28 (6.4%)
Total	76	200	11	73	68	10	438 (100%)

Note: TPC: Tanzania Posts Corporation, TRC: Tanzania Railways Corporation, DART: Dar es Salaam Rapid Transit Agency, TEMESA: Tanzania Electrical, Mechanical, and Electronics Services Agency, ATCL: Air Tanzania Limited, MSCL: Marine Services Company Limited.

$g = (a + b + c + d + e + f)$, $h = g / \text{total sample size}, 438 \times 100$

h= Percentages of the total number of respondents in each zone

Source: Developed for the current study

3.7 Data Collection Method

This study utilized closed-ended self-administered questionnaires to gather primary data from employees of public transportation parastatals in Tanzania. Respondents indicated their levels of agreement or disagreement with each statement on a 7-point Likert scale, aiming to measure their responses towards each variable's items. The following sub-chapters detail the data collection processes used in the main study.

3.7.1 Questionnaire Development and Operationalisation of the Variables

The questionnaire was meticulously developed, as the quality of the item statements is crucial for ensuring that respondents have a common

understanding of the concepts each item intends to measure. If respondents interpret the items differently, their answers may vary accordingly.

The measurement scales of this study – HRMP dimensions, POS, trustworthiness, and job satisfaction - were adapted from the well-established scale used in previous research, as shown in Table 12. For example, to assess compensation and benefits, the term “reward” was changed to “benefits” (see items CB3 and CB4). Additionally, items related to managers' trustworthiness were slightly modified; “supervisor” was replaced with “manager” to better fit the current study's context.

In this study, trustworthiness is treated as a second-order construct, consisting of three components - ability, benevolence, and integrity - each of which serves as a first-order construct. The current study uses Mayer and Davis's (1999) scale to measure managers' trustworthiness as a second-order construct, simplifying model analysis by reducing the number of paths in the model (Becker et al., 2023; Crocetta et al., 2021; Sarstedt et al., 2019; Schuberth et al., 2020). This approach allows for the integrating of the three components (ability, benevolence, and integrity) into one cohesive construct, thus avoiding independently evaluating them. Furthermore, measuring constructs at a second or higher-order level helps to mitigate multicollinearity issues (Becker et al., 2023; Crocetta et al., 2021; Sarstedt et al., 2019; Schuberth et al., 2020).

A pre-test was conducted to evaluate the effectiveness of the initially drafted questionnaire. After modifying the item statements based on feedback from the

pre-test experts, the researcher proceeded to the pilot study phase. These two critical processes are described in further detail below.

3.7.2 Pre-test

Before beginning the main study, the current study researcher ensured that the questionnaire would effectively collect data that accurately represented the respondents' behaviours of interest. To achieve this, a pre-test was conducted to assess the content validity of the survey instrument, ensuring that the item statements were correctly worded and measured the intended constructs.

The pre-test was carried out in two steps. Initially, two academic staff experts in management and organisational behaviour were consulted to review the questionnaire and provide feedback. This step's objective was to eliminate ambiguity and ensure appropriate sentence structure (Hunt et al., 1982; Roopa & Rani, 2012; Wills, 2005). Based on their suggestions, a minor revision was made: the sentence structure for POS7, which was initially worded negatively, was rephrased to a positive format, while the other POS items were also adjusted to be worded positively.

In the second step, the revised questionnaire was distributed to five academicians and industrial experts in human resources management from various academic and parastatal institutions in Dar es Salaam, Tanzania, following approval from the university's research ethics board. Similar to the previous phase, these human resource management specialists were asked to review the revised item statements to ensure they accurately reflected the

current working environment. These experts were selected based on their research and expertise in human resource management and organisational behaviour.

Requisition letters and questionnaires were sent to these experts to invite their participation. They were asked to assess the content validity by rating each item utilising a 4-point Likert scale (1: not relevant, 2: somewhat relevant, 3: relevant, and 4: highly relevant). The four-point Likert scale was chosen to avoid the potentially ambiguous midpoints that could complicate the interpretation of the results (Lynn, 1986; Polit & Beck, 2003).

Following the recommendations of Polit et al. (2007) and Lynn (1986), the content validity index (CVI) was calculated to evaluate the validity of the item statements. According to Lynn (1986), an item with an item-content validity index (I-CVI) below the threshold of 0.78 indicates the connection between the measured items is low and, therefore, should be eliminated. The I-CVI value is determined by dividing the number of experts who rated the item as relevant (3 or 4) by the total number of experts involved in the validation process. Since all 46 items achieved a threshold of 0.78, none were removed. A summary of the I-CVI results can be found in Table 12 on the following page.

Table 12*Item Content Validity Index Results from Industry Experts*

		Expert Ratings							
Item	Construct's Code	Expert 1	Expert 2	Expert 3	Expert 4	Expert 5	Agreements	I-CVI	Interpretations
Item 1	RS1	4	3	4	4	4	5	1	Clear
Item 2	RS2	4	4	3	4	4	5	1	Clear
Item 3	RS3	4	4	4	4	4	5	1	Clear
Item 4	RS4	3	4	4	4	4	5	1	Clear
Item 5	TD1	3	4	4	4	3	5	1	Clear
Item 6	TD2	4	4	3	4	4	5	1	Clear
Item 7	TD3	3	4	3	4	4	5	1	Clear
Item 8	TD4	4	4	4	4	3	5	1	Clear
Item 9	TD5	3	4	4	4	4	5	1	Clear
Item 10	PA1	4	4	4	4	4	5	1	Clear
Item 11	PA2	4	4	4	4	4	5	1	Clear
Item 12	PA3	4	4	4	4	4	5	1	Clear
Item 13	PA4	4	4	3	4	4	5	1	Clear
Item 14	CB1	3	4	4	4	3	5	1	Clear
Item 15	CB2	4	4	4	4	4	5	1	Clear
Item 16	CB3	3	4	4	4	3	5	1	Clear
Item 17	CB4	4	3	4	4	4	5	1	Clear
Item 18	POS1	4	4	4	4	3	5	1	Clear
Item 19	POS2	4	4	3	4	4	5	1	Clear
Item 20	POS3	4	4	4	4	3	5	1	Clear
Item 21	POS4	3	4	3	4	4	5	1	Clear
Item 22	POS5	3	4	4	4	3	5	1	Clear
Item 23	POS6	4	4	3	4	4	5	1	Clear
Item24	POS7	3	4	4	4	4	5	1	Clear
Item 25	POS8	4	3	4	4	4	5	1	Clear
Item 26	ABL1	3	3	4	4	3	5	1	Clear
Item 27	ABL2	4	4	4	4	3	5	1	Clear
Item 28	ABL3	3	4	4	4	4	5	1	Clear
Item 29	ABL4	4	4	4	4	3	5	1	Clear
Item 30	ABL5	3	4	4	4	4	5	1	Clear
Item 31	ABL6	3	3	3	4	3	5	1	Clear
Item 32	BEN1	3	4	4	4	3	5	1	Clear
Item 33	BEN2	3	4	4	4	3	5	1	Clear
Item 34	BEN3	3	4	4	4	4	5	1	Clear
Item 35	BEN4	4	4	4	4	3	5	1	Clear

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Expert Ratings									
Item	Construct's Code	Expert 1	Expert 2	Expert 3	Expert 4	Expert 5	Agreements	I-CVI	Interpretations
Item 36	INT1	4	4	4	4	4	5	1	Clear
Item 37	INT2	4	4	4	3	4	5	1	Clear
Item 38	INT3	4	4	4	3	4	5	1	Clear
Item 39	INT4	3	4	4	4	4	5	1	Clear
Item 40	INT5	4	4	4	4	4	5	1	Clear
Item 41	INT6	4	4	4	3	4	5	1	Clear
Item 42	JS1	4	4	4	4	4	5	1	Clear
Item 43	JS2	4	4	4	3	4	5	1	Clear
Item 44	JS3	3	4	4	4	4	5	1	Clear
Item 45	JS4	4	4	3	4	4	5	1	Clear
Item 46	JS5	4	4	4	4	3	5	1	Clear

Note:

* Construct code: RS: recruitment and selection, TD: training and development, PA: performance appraisal, CB: compensation and benefits, POS: perceived organization support, ABL: ability, BEN: benevolence, INT: Integrity, JS: job satisfaction,

* Expert's ratings: 3 = Relevant; and 4= Highly Relevant.

* Agreement: Number of experts who "agree" that the items are "Relevant" or "Highly Relevant."

* I-CVI: An average, i.e., $a/a=b$ [Total number of experts who "agree" that the items are "Relevant" or "Highly Relevant (5) divided by Total number of Experts (5)]

Source: Developed for the current study

Experts provided feedback to further enhance the clarity of the questionnaire's item statements, addressing aspects such as practicality, readability, consistency in style and structure, and overall language clarity. Table 13 on the next page lists the items for the current study's construct following the pre-test. Ultimately, the questionnaire was developed for the pilot test.

Table 13*Source of Origin and Items for the Key Constructs of the Study*

Construct HRMP Dimensional Variables	Source	Item's code	Items
• Recruitment and Selection	Matookchund & Steyn (2019) for RS2&4 Hee & Jing (2018) for RS1 Otoo (2018) for RS3	RS1	The employee selection and recruitment process is taken very seriously by this organisation.
		RS2	Standardised procedures are always followed when staffing or recruitment decisions are made.
		RS3	Standardised and valid tests are used in the selection process.
		RS4	The selection and appointment of employees in this organisation are based on merit (i.e., the best person for the job is selected, regardless of their personal characteristics)
• Training and Development	Salas-Vallina, Alegre, & López-Cabrales, (2021)	TD1	This organisation is committed to providing training programmes and development opportunities to employees.
		TD2	This organization spends enough resources on employee training.
		TD3	In this organisation, we are provided with the training needed to achieve high standards of work.
		TD4	I have the chance to attend formal training programs to learn new knowledge.
		TD5	This organisation provides employees with training opportunities that aim to extend their range of work-related skills and abilities.
• Performance Appraisal	Otoo (2018).	PA1	Employees are informed of the organisation's performance appraisal criteria.
		PA2	Performance review discussions are conducted with the highest quality and care.
		PA3	Performance is measured on the basis of objective and quantifiable results.
		PA4	Employees are provided with performance-based feedback and counselling.
• Compensation and Benefits	Matookchund & Steyn (2019) for CB 1,3, and 4; Hee & Jing (2018) for CB 2	CB1	My salary and benefits are adequate for the time and energy I contributed by me.
		CB2	In our organisation, salary and other benefits are comparable to what is generally obtainable in the industry.
		CB3	The organisation's compensation and benefit system encourages team and individual contributions.

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Construct	Source	Item's code	Sample items
		CB4	I am satisfied with my organisation's compensation and benefits system.
Perceived Organisational Support	Eisenberger et al. (1986) and Eisenberger et al. (1997)	POS1	My organization cares about my opinion
		POS2	My organization really cares about my well-being.
		POS3	My organization strongly considers my goals and values.
		POS4	Help is available from my organization when I have a problem.
		POS5	My organization would forgive an honest mistake on my part.
		POS6	If given the opportunity, my organization would take advantage of me.
		POS7	My organization shows concern for me.
		POS8	My organization is willing to help me if I need a special favour.
Managers' Trustworthiness			
• Ability	Mayer & Davis (1999)	ABL1	My manager is capable of performing his/her job.
		ABL2	My manager always succeeds in achieving his/her work targets.
		ABL3	My manager has knowledge about the work that needs to be done.
		ABL4	I feel very confident about my manager's skills.
		ABL5	My manager has specialized capabilities that can increase our performance.
		ABL6	My manager is well qualified.
• Benevolence	Mayer & Davis (1999)	BEN1	My manager is concerned about employees' job welfare.
		BEN2	My manager would not knowingly do anything to hurt employees.
		BEN3	My manager really looks out for what is important to employees.
		BEN4	My manager will go out of his way to help employees.

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Construct	Source	Item's code	Sample items
• Integrity	Mayer & Davis (1999)	INT1	My manager's actions and behaviours are consistent.
		INT2	My manager has a good sense of justice.
		INT3	I believe my manager will stick to his/her word.
		INT4	I like my manager's values or judgments.
		INT5	Sound principles seem to guide my manager's behaviour.
		INT6	My manager tries hard to be fair in dealings with all employees.
Job Satisfaction	Brayfield & Rothe (1951).	JS1	I feel fairly satisfied with my present job.
		JS2	Most days, I am enthusiastic about my work.
		JS3	Each day at work seems like it will never end.
		JS4	I find real enjoyment in my work.
		JS5	I consider my job to be rather unpleasant.

Source: Developed for the current study

3.7.3 Pilot Study

Similar to the pre-test process, the purpose of a pilot study is to ensure that respondents in the main study can understand and comprehend the item statements as clearly as possible (Bryman, 2017). Therefore, the researcher conducted the pilot study from 10th January 2024 to 31st January 2024. The pilot study took place in the Eastern Zone (Dar es Salaam region) because this zone had a more significant number of respondents (343), equivalent to 78.3% of the main study's total sample size of 438 employees.

Scholars have not yet determined the optimum sample size for a pilot study (Cooper & Schindler, 2001; Isaac & Michael, 2015; Johanson & Brooks, 2010; Meyer, 2016; Perneger et al., 2015). Therefore, the researchers recruited 30 participants from selected public parastatals: Tanzania Railways Corporation, Tanzania Posts Corporation, Dar es Salaam Rapid Transit Agency, Tanzania Electrical, Mechanical, and Electronics Services Agency, and Air Tanzania Limited. Marine Services Company Limited was omitted because it has no operational office in the Eastern zone. The distribution of the pilot study sample size across the five public parastatals is shown in Table 14.

Table 14*Distribution of Sample Size for the Pilot Study*

Name of the Parastatal	Sample size count for the main study	Sample size count for the pilot study
1. Tanzania Railways Corporation	184	16
2. Tanzania Posts Corporation	41	4
3. Dar es Salaam Rapid Transit Agency	11	1
4. Tanzania Electrical, Mechanical and Electronics Services Agency	46	4
5. Air Tanzania Company Limited	<u>61</u>	<u>5</u>
Total	343	30

Source: Developed for the current study.

The pilot study was carried out in two stages. The first stage involved a focus group discussion with five representatives from each selected public parastatal. The researcher limited the number of representatives to five per session to facilitate smoother discussions and ensure active participation during the question-and-answer session.

Before this stage, a requisition letter was sent to the human resource departments of the respective parastatals. This letter informed them about the intention to conduct a pilot study within their offices and requested the selection of a count of non-managerial employees willing to discuss their understanding of what each item aims to measure. Once the request was accepted, the researcher met with a human resources representative to discuss scheduling a date and time for the pilot studies to accommodate all selected respondents. The discussion sessions were essential for obtaining feedback, allowing the item statements to be adjusted accordingly. However, all five participants from each selected parastatal agreed that the questionnaire items

were satisfactory and did not suggest any improvements. This feedback was crucial for enhancing the validity of the item statements.

The second stage involved the selected respondents completing the questionnaire. The sampling techniques and procedures described in sections 3.6.4 and 3.6.4.4 of this chapter were applied to choose respondents from each parastatal. Pilot studies that adhere to the same protocols as the main survey typically yield more realistic results, identifying social, political, and logistical issues that could jeopardize the research (Van Teijlingen & Hundley, 2002).

During the questionnaire completion, the researcher observed the time taken by each respondent. On average, each respondent spent 12 minutes completing the questionnaire. Following this, an analysis was conducted on the collected questionnaires, and the reliability coefficient (Cronbach's alpha) score for each variable was calculated.

3.7.3.1 Pilot Study's Results

Data management and analysis were conducted using IBM SPSS software version 25. A data screening process was undertaken to identify any missing values. However, no missing values were detected, so all 30 questionnaires were included in the analysis.

a) Demographic Characteristics of the Respondents

The profiles of 30 respondents are summarised in Table 15, which includes gender, age, marital status, work experience in the current organisation (years), and the highest level of education completed or currently being pursued. Among the respondents, 16 females accounted for 53.3% of the sample size.

Additionally, 16 respondents (53.3%) held a bachelor's degree in their respective fields. Meanwhile, 15 respondents (50%) were married, and 16 respondents (53.3%) had work experience ranging from one to five years.

Table 15

Demographic Profile of Pilot Study Respondents

Demographic Profile	Category	Frequency	Percentage (%)
Gender	• Male	14	46.7
	• Female	16	53.3
Age	• 18-35	16	53.3
	• 36-45	8	26.7
	• 46-55	3	10.0
	• 56 and above	3	10.0
Marital Status	• Married	15	50.0
	• Unmarried/Single	14	46.7
	• Widower/Widow	1	3.3
Work Experience in the current organization (years)	• 1-5 years	16	53.3
	• More than five years	14	46.7
The highest level of education you have completed or are currently pursuing	• Primary education	-	-
	• Secondary education	1	3.3
	• Certificate/ Diploma	10	33.3
	• Bachelor's degree/ Professional Degree	16	53.3
	• Master's degree	3	10.1
	• Doctorate Degree	-	-

Source: Pilot study's data, 2024

b) Reliability Test Result for the Pilot Study

Since the questionnaire items were adapted from well-established past studies' scales in previous studies, conducting a reliability test for the measurement items in this study was essential. Cronbach's alpha coefficient was calculated for each measuring item, and the entire construct was calculated to assess reliability.

According to Hair et al. (2017) and Zikmund, Babin, and Carr (2013), an item with a Cronbach's alpha score exceeding the threshold value of 0.7 can be retained, while an item scoring below 0.7 may be considered for deletion. A higher coefficient indicates that the measuring items effectively measure the intended constructs and demonstrate internal solid consistency (Hair et al., 2021). The results indicated that all measuring items achieved outstanding loading values above the 0.7 threshold. Consequently, all 46 items were retained for the questionnaire in the main study. A summary of the calculated reliability coefficients is provided in Table 16.

Table 16

Reliability Coefficients for the Pilot Study

Construct's Name	Number of Item	Construct's Cronbach's alpha value
Recruitment and Selection	4	0.792
Training and Development	5	0.785
Performance Appraisal	4	0.799
Compensation and Benefits	4	0.868
Perceived Organisational Support	8	0.901
Ability	6	0.802
Benevolence	4	0.813
Integrity	6	0.788
Job Satisfaction	5	0.840

Source: Pilot study data, 2024

Additionally, a corrected item-to-total correlation was computed to ensure that each item adequately measures and correlates with the studied constructs. This correlation indicates what Cronbach's Alpha would be if a specific item were deleted. According to Itani et al. (2017, an item must meet a corrected item-to-total correlation threshold of 0.2, which suggests a strong association between each item and its corresponding construct. Appendix 4 shows that all items

met this required threshold, indicating that every item is well connected with its construct, which suggests high internal consistency and data reliability.

3.7.4 Questionnaire Design for Main Study

The finalised questionnaire was prepared in two languages, English and Kiswahili. This bilingual approach was adopted to ensure comprehension among employees who are not fluent in English. Kiswahili is Tanzania's national language, and most Tanzanians use it as a primary means of communication, particularly in public parastatals. English is the second official language and is the medium of instruction in secondary schools, colleges, and universities. Consequently, most citizens who have completed secondary education or higher can speak, read, and write in English.

The English version of the questionnaire was translated into Kiswahili for accessibility (see Appendix 1). Two qualified translators, experts in communication and affiliated with different public universities in Tanzania, completed the translation. To maintain the questionnaire's content validity and reliability in both languages, the translators focused on accurately conveying the meaning and common phrases found in the original text (Jones & Kay, 1992). A Kiswahili language specialist thoroughly reviewed the translated versions, resulting in an improved Kiswahili questionnaire edition.

An impartial expert translator conducted a back translation to ensure fidelity to the original document. This process verified that the back-translated version accurately represented the original questionnaire's content, structure, and purpose (Brislin, 1970; Bundgaard & Brøgger, 2019; Jones & Kay, 1992). This

process verified that the back-translated version accurately represented the original questionnaire's content, structure, and purpose (Janes & Kay, 1992). As a result of these efforts, a final draft of the Kiswahili questionnaire was produced (see Appendix 1).

The questionnaire includes a cover page and a personal data protection statement. Section A gathers demographic data from respondents, while Section B assesses their feedback on specific item statements. To maintain transparency, the cover page provides the study's contact information and affiliation with Universiti Tunku Abdul Rahman, verifying the research's authenticity and objectives. Including the personal data statement reinforces that respondents' demographic information will be kept private and confidential, increasing their confidence when completing the questionnaire.

For collecting quantitative data, closed-ended questionnaires were prepared and distributed to respondents. Their behavioral responses to the item statements were measured using a seven-point Likert scale that ranges from strongly disagree (1), moderately disagree (2), slightly disagree (3), neither agree nor disagree (4), slightly agree (5), moderately agree (6), and strongly agree (7). The seven-point Likert scale is often more effective than a five-point scale for evaluating perceptions, feelings, attitudes, and personal opinions. It provides greater complexity and richer information (Hamed, 2019), allowing respondents to express their true feelings more accurately (Pimentel, 2019). Additionally, the seven-point scale distinctly highlights the differences between adjacent points, offering more insight than other Likert scales (Schrum et al., 2020).

3.7.5 The Main Study's Fieldwork

Main data were collected using hard copies of closed-ended questionnaires distributed physically to respondents working in six parastatals located in six regions. While many studies often utilize mailed or online questionnaires as their primary data collection tools (Abeyasinghe et al., 2021; Badrea et al., 2021; Kurdi et al., 2021; Ling et al., 2018; Maamari & Osta, 2021; Malik et al., 2022; Manisara, 2022; Pfister et al., 2020; Wang & Lei, 2021), this approach has several disadvantages.

Although posting the questionnaire online or mailing the questionnaire is time- and cost-saving, it poses challenges such as a lack of supervision. This can lead to situations where individuals other than the targeted respondents, such as family members, may complete the questionnaires, resulting in data that does not accurately reflect the intended behavior of the target group. Additionally, response rates can be low because respondents may feel disinclined to return the questionnaires. For instance, in Manisara's (2022) study, out of 333 mailed questionnaires, only 78 (23%) were completed and returned.

To address these issues and increase the response rate for the current study, the researcher and data collection facilitators distributed hard-copy questionnaires directly to respondents. They waited for respondents to complete the questionnaires and collected them immediately afterward. This approach ensured that only the intended respondents answered the questionnaires and allowed the researcher and facilitators to provide necessary clarification to aid the respondents during the completion process.

Data collection occurred during lunchtime on working days to accommodate the respondents' busy schedules. It was conducted on the premises of the parastatals from February 1, 2024, to May 24, 2024, as there are typically fewer employees taking leave during this period. To expedite data collection, the researcher travelled between regions using personal vehicles and public transport (mainly buses and trains), particularly during Tanzania's rainy season. Before data collection, the researcher sought permission from the human resources management departments of the respective parastatals. Once approved, the researcher met with the human resources management representatives to further coordinate the data collection activities outlined in previous sub-chapters.

Three data collection facilitators from the Institute of Finance Management were recruited to assist with the study. Their primary responsibilities included ensuring that the correct respondents completed the questionnaires (thereby reducing sampling error) and providing clarifications as necessary (thus minimizing non-sampling error).

The facilitators, selected from the junior academic staff at the Institute of Finance Management due to their foundational research knowledge, were briefed on the study's main objectives. The researcher guided them in understanding the items to be measured for specific variables and how these measurements differed among items of various variables. In addition to participating in the main data collection, the facilitators were also involved in a pilot study. These practices aimed to enhance the convergent and discriminant validities of the main data collected.

3.8 Data Analysis Method

The following sub-sections explain data analysis methods and procedures for the current study.

3.8.1 Preliminary Data Analysis

Data for the main study were checked and entered into IBM-SPSS software version 25. This helped check for entries' alignment and matching (Masoud, 2019). Data coding was done by transforming raw data into numerical data (Zhang, Dawson, & Kline, 2021). Once the data were ready, descriptive statistics were done using IBM-SPSS software. This included analysing the demographic features of the employees by calculating percentages, frequencies, etc. Additionally, before the statistical analysis, the data cleaning or examination process was done first, including detecting outliers, missing data/values, and data normality. These activities are briefly explained below.

3.8.1.1 Detection of outliers

Outliers are errors made in data entry activities (Hair et al., 2016). They may include mistakes in coding, for example, entering “11” instead of “1”. Outliers may distort the final results due to the formation of bias and inflated or deflated data, making the final results deviate from reality (Bollen, 2014; Ghosh & Vogt, 2012; Hair et al., 2017). The detection square Mahalanobis distance test (D^2 -Test) was done based on its effectiveness and reliability. According to Tabachnick and Fidell (2007), the data should be completely free from outliers; the results of the D^2 -test should score more than 0.001.

According to some academics, outliers that are determined to have a significant impact must be eliminated, changed, or kept in place while utilising robust processes that limit their influence, especially if they happen to be the actual members of the population of concern (Algur & Biradar, 2017; Kline, 2005; Ullman, 2006). On the other hand, too many outliers could lead to inflated or deflated estimates and alter how the results are interpreted (Kline, 2005).

Additionally, according to Hancock and Mueller (2010) and Tabachnick and Fidell (2001), a small number of outliers remain acceptable in large sample sizes (above 200). This is because the impact of outliers appears to reduce as the sample size expands. The deletion approach may be considered if outliers were discovered to impact predictors significantly or if they do not belong to the population under investigation (Osborne & Overbay, 2004). Outliers were examined in the current study, and the findings are presented in Chapter Four.

3.8.1.2 Detection of missing data

When a respondent purposefully or unintentionally chooses not to answer one or more questions, missing data is produced (Saunders et al., 2016). According to Hair et al. (2017), the reasons for missing data include respondents' reluctance to answer the questions, misinterpreting the questions, and not responding. Additional causes include improper data recording, inaccurate analyst computations, and other unforeseen problems (Gong et al., 2021). Too much missing data will distort the quality of the entire data set to be used for analysis. Based on the suggestions given by Hair et al. (2017), if the occurrence of missing data in a questionnaire exceeds 15%, the questionnaire will be removed from the data set.

Mean value replacement, case-wise deletion, and pairwise deletion are the techniques used by the SmartPLS software for handling missing data (Hair et al., 2017). The indicator variables with missing values are substituted with the average of the indicator's actual values in the mean value replacement method. This approach is advised when the percentage of missing values for each indicator is 15% or less. This is because mean value substitution minimises data variability, which likely lessens the chance of discovering meaningful connections. Eliminating all cases from the analysis with missing values in any of the model's indicators is known as "case-wise deletion." Case-wise deletion can reduce the number of occurrences in the data set and produce biased conclusions, particularly when a large category is eliminated.

On the other hand, when determining the parameters of the model, pairwise deletion takes into account any data with complete answers (Pallant, 2020). Because different analytical calculations may be based on different sample sizes, pairwise deletion may produce biased findings (Hair et al., 2017). Chapter 4 provides detailed results of the missing data.

3.8.1.3 Normality Test

Although non-normality is common in social science research, it is claimed that too much non-normality data can produce biased results (Byrne, 2016). Also, it is argued that if the data has non-normality, it reduces the possibility of some relationships in the model being significant (Hair et al., 2011; Hair et al., 2017). Therefore, assessment of non-normality is imperative.

To detect non-normality, this study conducted the skewness and kurtosis tests to help determine if the data exhibit normal distribution (Watkins, 2018). According to Hair (2010) and Hair et al. (2017), values above or below zero in the calculation of skewness and kurtosis indicate withdrawals from normality. This means if the value is more than +1, the distribution has moved to the left, and if it is below -1, it has moved to the right (Hair et al., 2010; Hair et al., 2017). Normality test results are shown in Chapter 4.

3.8.1.4 Suspicious Response Pattern

Before data analysis, researchers ought to examine the patterns or trends of responses to identify possible inconsistent answers (Hair et al., 2017). Responses with straight lines, diagonal lines, and alternating extreme poles can all be used to identify a trend of responses. Straight lining occurs when an individual chooses the same response to most of the questions - for example, all 3s or 7s. Respondents use the diagonal lining method to organise their answers on a diagonal line using the points provided on a scale (such as a 4-point scale). When the participants answer questions using only the extreme poles of a rating scale (a 7-point scale, for example) in a different order, this is known as alternating extreme pole answers. Examining the responses visually allows one to identify questionable behaviour patterns and take necessary actions. However, the current study did not discover the highly suspicious response patterns after a visual assessment of the responses.

3.8.1.5 Common Method Bias Assessment

According to Buckley et al. (1990) and Koloseni (2017), research that uses only one data source, one data collecting technique, or self-administered

questionnaires is most likely to exhibit common method bias (CMB), which is several inflated correlations among constructs. This variation could have a detrimental effect on the outcomes, exaggerating or understating the results and affecting the validity and reliability scores of the constructs (Msuya, 2023; Ylitalo, 2009). Because of this, it is essential to monitor the CMB effect before hypothesis testing, detect it when data is collected, and take appropriate measures to reduce the impact of variance (Mwemezi, 2023).

There are two techniques for minimising the effects of CMB: procedural strategies and statistical techniques. Procedural methods aim to enable respondents to provide more impartial and accurate answers to the questions by selecting the correct answers on the items' scale provided. Concurrently, statistical methods are applied following the collection of data to adjust CMB parameters (Jordan & Troth, 2020).

The current study used procedural and statistical techniques to minimise the occurrence of CMB - procedural strategies involved in safeguarding participants' anonymity. According to Podsakoff et al. (2003), participants would be less likely to alter their responses and feel less anxious if their anonymity was guaranteed. Furthermore, according to Chang et al. (2010), this measure decreases the respondents' evaluation anxiety difficulties, such as worry about negative consequences that might arise from their questionnaire responses.

Furthermore, an appropriate cover letter and set of guidelines for research information were produced by this study (Appendix 1). Also, before the

questionnaires were distributed, the data collection facilitators received the necessary training to understand each questionnaire component. It has been proposed that this is one of the easiest methods to increase the probability of accurate answers (Msuya, 2023). Additionally, this study ensures that scale items were clear by designing brief and straightforward questions. These boost respondents' self-assurance in their answers and reduce the chance that their desire to respond naturally would influence them.

According to Kock (2015) and Tehseen et al. (2017), different types of statistical techniques for testing CMB are available, such as Harman's single-factor test, correlation matrices, full collinearity test, and partial correlation procedures. The full collinearity test (FCT) is an excellent alternative method for correcting CMB, which was employed in this research. The FCT allows for the simultaneous evaluation of both vertical and lateral collinearity, providing an extensive assessment of CMB (Kock, 2015; Kock & Lynn, 2012). According to Kock (2015), for a model to be considered free of CMB, each VIF score must be less than the threshold of 3.3. The CMB results for the current study are presented in Chapter 4.

3.8.2 Main Data Analysis Using Structural Equation Modelling

Some past job satisfaction studies used first-generation data analysis techniques like regression analysis to analyse the direct effect of HRMP dimensional variables on job satisfaction in manufacturing companies (Badre et al., 2021; Bieńkowska et al., 2022; Thu et al., 2021); public corporations (Maharmeh, 2021); education and research (Adom & Asunka, 2020); courier services (Desa et al., 2020); and in hospitals (Amarneh & Muthuveloo, 2020)

study contexts. Although these techniques are easy to apply, they have many limitations. For example, according to Sarstedt et al. (2020), these techniques are limited in simultaneously analysing many complex intervening factors of multiple networks, hence affecting the results' quality. Additionally, these techniques are limited when analysing latent variables (Hair et al., 2021; Malik et al., 2022; Wulansari, Subroto, & Mardiaty, 2021). In relaxing the limitations of using regression analysis (first-generation method), the current study used a second-generation method, structural equation modelling (SEM). Using SEM, latent variables and intervening relationships can be tested simultaneously (Hair et al., 2021).

Structural Equation Modelling (SEM), as a second-generation method, is the best multivariate statistical tool for measuring both direct and indirect relationships simultaneously, as it consists of factor analysis techniques, multiple regression options and allows path analysis (Ramayah et al., 2018; Ringle et al., 2020). There are two main types of SEM approaches: Covariance-Based (CB-SEM) and Partial Least Squares (PLS-SEM), which is also known as variance-based or composite-based SEM (Hair et al., 2017; Ringle et al., 2020). These approaches are distinguished according to their objectives. While CB-SEM aims to confirm or reject theories, PLS-SEM seeks to make predictions of the possible relationships among variables/constructs and is also helpful in exploratory studies (Afthanorhan, 2013; Gefen et al., 2000; Hair et al., 2017; Sweeney, 2009).

Further, as a traditional statistical approach, CB-SEM treats latent variables as a set of common elements that account for the covariation among its associated

indicators. Therefore, CB-SEM aims to reduce or minimize the variances of the IVs that predict the variance in DV (Hair et al., 2017). In contrast, PLS-SEM uses the latent variables' proxies (indicator variables/measurement items) as composite indicators to predict the DV and maximize the variances indicated in the DV (Hair, 2017). Therefore, PLS-SEM, as a composite-based method to SEM, softens the rigid assumptions of CB-SEM in dealing with latent variables (Henseler et al., 2014).

CB-SEM is very restrictive regarding normality and sample size, as it can only work well with normally distributed data and larger samples. On the other side, according to Ringle et al. (2020), PLS-SEM makes it possible for researchers to address a variety of research challenges because it manages non-normal data and integrates well with a variety of sample sizes, including small samples, all of which are common challenges in human resource management research.

Therefore, this study uses PLS-SEM as a statistical data analysis approach for the current study, which can be performed through SmartPLS 4.0 software. The software can handle complex challenges like mediation, moderation, multigroup analysis, non-linear effects, etc. Also, the software has advanced bootstrapping features that allow running PLS-SEM analysis to be more friendly and flexible (Hair et al., 2017b; Hair et al., 2020; Matthews, 2017).

3.8.2.1 Justification for Using PLS-SEM

This study uses PLS-SEM for data analysis for the following reasons. First, based on Hair et al.'s (2017) recommendations on the rule of thumb in selecting either CB-SEM or PLS-SEM, the current study fits the criteria for PLS-SEM as

it is predictive and does not aim to form or reject a theory. Therefore, PLS-SEM is more appropriate than CB-SEM as the current study is based on predicting the existing relationships among the studied variables/constructs. The predictions (hypotheses) developed in Chapter Two were tested accordingly by using SmartPLS 4.0 software.

Second, the current study involves the mediation and moderation roles of POS and trustworthiness in the relationship between HRMP dimensional variables and job satisfaction and between POS and job satisfaction, respectively. Including these two variables makes the model more complex as it responds to the call by Ringle et al. (2020), who recommended that human resource management researchers move from analysing simple models to more complicated models with mediation and moderation variables in a single model. Therefore, PLS-SEM is more appropriate for analysing data in this study due to its powerful ability and reliability to handle simultaneously complex models with an enormous amount of indicator variables with multiple and complex direct and indirect relations among many constructs (Cheah et al., 2024; Nitzl et al., 2016; Ringle et al., 2020; Sarstedt et al., 2020; Memon et al., 2021).

Third, PLS-SEM gives more flexibility to social science researchers as it does not require the researcher to abide by strict assumptions made by CB-SEM, like larger samples and normally distributed data. Given that the PLS-SEM is more reliable and has a higher power statistical estimation, it is suitable for this study as it can still run high-quality estimations even with small sample sizes and non-normal data, making it easy to predict and validate the existing

relationships among the studied variables (Hair et al., 2017; Hair et al., 2019). Additionally, since the current study's sample size has exceeded the range of 100 to 400 suggested by Hair et al. (2010), it is sufficient to support using PLS-SEM for data analysis in this study.

3.8.2.2 Implementation of PLS-SEM Analysis

Two main steps or stages, or processes, are involved in measuring and evaluating results using PLS-SEM (Hair et al. 2016; Hair et al. 2017a; Hair et al. 2019). These stages are 1) assessment of the measurement model and 2) assessment of the structural model. These steps are interdependent and complement each other in that the first step has to be completed before embarking on the second step, and the second step will be completed once the criteria for the measurement model (first step) are satisfied (Hair et al. 2017; Hair et al. 2019). The details of each step are explained in the coming sub-sections.

a) Assessment of Measurement Model

This step establishes the link between each latent variable and its indicating variables or items/proxies (Henseler et al., 2017; Henseler & Chin, 2010). Therefore, this step involves calculating the unobserved variables' i) reliability and ii) validity to determine the model's suitability (Hair et al., 2017).

i) Assessment of Reliability

Reliability is defined as the extent to which a variable or group of variables is consistently trustworthy in what it is intended to assess (Hair et al., 2010). It expresses how the suggested measurement will yield reliable and accurate

outcomes across all replications. Reliability is measured by determining internal consistency and indicator reliability.

- **Internal Consistency**

According to Hair et al. (2021), the degree of correlation between indicators measuring a single construct is known as internal consistency reliability. This study measured internal consistency reliability for each construct using Cronbach's alpha and composite reliability. The required scores of Cronbach's alpha should be 0.70 and above (Hair et al., 2019). Nevertheless, Cronbach's alpha is criticised for assuming that all indicator variables or items are equally loaded and weighted, leading to an underestimation of internal consistency reliability (Hair et al., 2017). In overcoming the weaknesses of Cronbach's alpha, composite reliability has been introduced as an alternative measure in assessing the reliability of the construct (Hair et al., 2017). The values between 0.6 and 0.7 are acceptable in exploratory studies, while values ranging from 0.7 to 0.9 are considered satisfactory in more advanced stages of a research study (Hair et al., 2018). However, scores below 0.6 show no internal consistency reliability (Hair et al. 2017).

- **Indicator Reliability**

This expresses how an indicator or measuring item or indicator collection corresponds with the anticipated measure (Hair et al., 2017). This means the latent variable must explain a significant portion of every indicator's variance. According to Hair et al. (2021), indicator reliability examines the extent to which each indicator's variances are explained by its variable. Therefore, the factor loadings of the indicator should be above the threshold of 0.708 to be

considered reliable (Hair et al., 2018; Hair et al., 2019). This shows that the construct has a reasonable degree of indicator reliability since it explains more than 50% of the variance of the indicator.

Rather than eliminating an indicator when its loading is less than 0.70, researchers should carefully examine whether eliminating it may affect the reliability and validity measurements. According to Hair et al. (2019), indicators having loadings between 0.40 and 0.708 can only be eliminated if doing so improves convergent validity or internal consistency reliability above the suggested threshold scores. Another thing to consider is the extent to which deleting an indicator affects content validity. Nonetheless, it is usually advised to delete from the model any indicators having excessively low loadings (below 0.40) (Hair et al., 2021).

ii) Assessment of Validity

Validity is defined as the preciseness of the measure applied, the correctness of the analysis of the results, and the ability to generalise the results (Saunders et al., 2016). Convergent and discriminant validity are standard tests for assessing validity.

- **Convergent validity**

This is the degree to which a construct comes together to clarify the variation of its elements or items (Hair et al., 2017). Thus, compared to other constructs, the items employed to measure a particular construct should have a large amount of variance. The convergent validity should be examined through Average Variance Extracted (AVE). AVE is the average value of the sum of

the squared loadings of the construct-related indicators (Hair et al., 2017a; Hair et al., 2019). Hence, AVE is also known as “construct communality. For the reflective measurement model, AVE has to be above 0.50 (Hair et al., 2017a; Hair et al., 2019). Each construct should account for over fifty percent (50%) of the fluctuation or variance in its indicators (Hair et al., 2018; Hair et al., 2019). In the assessment of convergent validity, an indicator with a factor loading below 0.708 will be removed to improve AVE. Nevertheless, factor loadings above 0.40 can be retained in the analysis if AVE exceeds 0.5 and composite reliability meets its threshold of 0.708 (Hair et al., 2019). The convergent validity results are presented in Chapter 4.

- **Discriminant Validity**

This is the degree of correlation between the items that measure one construct and those that measure a different construct (Hair et al., 2017). In other words, there should be no overlap between the items that measure one latent variable and another different latent variable (Saunders et al., 2016). Therefore, discriminant validity measures the degree of distinctiveness among latent variables (Franke & Sarstedt, 2019). There are three common ways for evaluating discriminant validity in a reflective model in PLS-SEM. These are cross-loadings of the indicators, the Fornell-Lacker criterion, and the Heterotrait-Monotrait Ratio (HTMT). The first two methods are criticized for their low effectiveness in measuring discriminant validity (Henseler et al., 2015). Therefore, many researchers prefer using HTMT (in PLS-SEM), which has proved highly effective in assessing discriminant validity (Franke & Sarstedt, 2019; Hair et al., 2020). The HTMT score for discriminant validity should be below 0.90 (Gold et al., 2001) or below 0.85 for a more stringent

criterion (Kline, 2011). The current study used the HTMT score to measure discriminant validity, as presented in Chapter 4.

b) Assessment of the Structural Model

The structural model assessment aims to test the model's capability to predict and justify the relationships between constructs that form this study model (Hair et al., 2018). Usually, the assessment of the structural model in PLS-SEM involves the evaluation of the following: Collinearity, Path Coefficient (β), Coefficient of Determination (R^2), which is also called the coefficient of explained variance, Effect Size (f^2), and Predictive Relevance (Q^2). The details of these assessments are described in the coming pages.

• Assessment of Collinearity

It is critical to resolve collinearity problems to prevent inaccurate or biased regression findings because the structural model values are produced by estimating the number of correlations between the model's underlying variables. According to Kock (2015), vertical and lateral are the two main types of collinearity. Vertical collinearity occurs when two or more IVs with a strong correlation assess a single construct (Kock, 2015). On the other hand, lateral collinearity occurs when an IV is closely related to the DV, such that the IV in a model assesses a similar dependent construct to the one it is pointing to (Kock, 2015). This study measured collinearity using the variance inflation factor (VIF), which requires threshold values below 3.3 (Diamantopoulos & Siguaw, 2006; Hair et al., 2019; Kock, 2015). Results are presented in Chapter 4.

- **Assessment of Path Coefficient (β)**

According to Hair et al. (2021), the path coefficients depict variations in the value of an endogenous construct associated with shifts in the standard error unit of one predicting construct while keeping precisely the same scores for other predictor variables. Usually, latent variables have standardised values that range roughly between -1 and +1, and the path coefficient signifies the hypothesised relationships between them (Hair et al., 2017). To prevent the increase and decrease of standard errors due to non-normality challenges in PLS-SEM, the bootstrapping approach was employed to evaluate the path coefficients of the structural model (Ramayah et al., 2018). As path coefficients range between -1 and +1, A strong positive relationship can be seen when the projected value is near +1. When the value is close to -1, it indicates a weak relationship (Hair et al., 2017). When the path values are reasonable, this study gives evidence that the quality of the inner model is sound and, therefore, predicts and justifies the hypothesised relationships between the constructs of the model. The results of Path Coefficients in this study are indicated by t-value, p-value, and confidence interval (Hair et al., 2021) in Chapter 4.

- **Assessment of the Coefficient of Determination/
coefficient of explained variance (R^2)**

The coefficient of determination or coefficient of explained variance (R^2) represents the predictive power of the research model (Chin, 1998). The R^2 assesses the cumulative effects of all IVs on the DV as it shows the percentage of change in the DV explained by IVs pointing to it (Sarstedt et al., 2014). The R^2 value score close to one (as R^2 values range from 0 to 1) indicates strong predictive power (Henseler et al., 2009; Sarstedt et al., 2017a). As a rule, Chin

(1998) showed that an R^2 score of 0.67 signifies a substantial predictive power, while 0.33 for moderate and 0.19 for weak predictive power. In interpreting the R^2 results, some scholars like Hair et al. (2017), Sarstedt et al. (2017), and Urbach and Ahlemann (2010) recommend that the calculation of R^2 values be regarded as either substantial, moderate, or weak depending on the discipline, nature, and context of the research study. R^2 results are presented in Chapter 4.

- **Assessment of Effect Size (f^2)**

The effect size (f^2) in PSL-SEM analysis measures the predictive power of every individual exogenous variable on the endogenous variable in the research model (Hair et al., 2017). Cohen's effect size (f^2) guidelines indicate that f^2 values of 0.02, 0.15, and 0.35 signify that the latent variable has small, medium, and large effects on the endogenous variable, respectively (Cohen, 1988; Correll et al, 2020). The effect size was calculated in this study, and the results are shown in Chapter 4.

- **Assessment of Predictive Relevance (Q^2)**

The predictive relevance (Q^2), also known as the Stone-Geisser Q^2 value, which is common in reflective models, is assessed using the blindfolding technique to eliminate and forecast one data point in an entire set of indicators (Geisser, 1975; Stone, 1974). According to Hair et al. (2017), for a particular endogenous latent variable, a Q^2 value greater than zero suggests that the PLS path model has strong predictive relevance for this construct. Additionally, according to Hair et al. (2019), Q^2 values larger than 0.25 and 0.50 indicate modest, medium, and high predictive relevance for the PLS-path model,

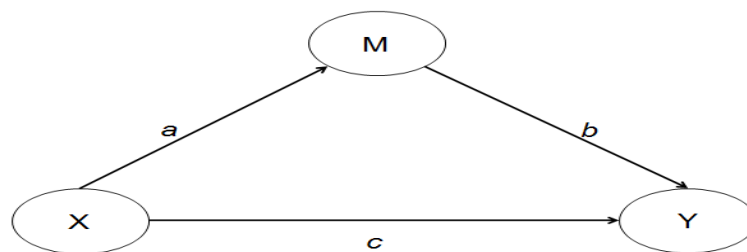
respectively. The predictive relevance coefficients were calculated in this study, and the results are shown in Chapter 4.

3.8.3 Assessing the Mediation and Moderation Models

The mediation effects of POS in the relationship between HRMP dimensional variables and job satisfaction, and the moderation effects of trustworthiness in the relationship between POS and job satisfaction, in the current study were determined through a bootstrapping procedure in SmartPLS software 4.0. In assessing mediation analysis, this study follows Hayes's (2009) approach, as it permits researchers to continue testing indirect effects without considering the significance levels of the direct relationship between IV and DV in the model. This means that it is still possible to test whether a variable mediates the linkage between an IV and a DV, even if the direct effect of the IV on the DV is insignificant (Hayes, 2009, 2015). Therefore, this approach goes against the suggestions made by Baron and Kenny (1986) in their causal steps method, which, according to Hayes (2009), is said to be biased.

Figure 2

Mediation Model



Note:

“X” denotes the independent variable, “M” denotes the mediating variable; “Y” denotes the dependent variable.

“a” denotes a path from independent to mediating variables, and

“b” denotes a path from mediating to the dependent variable

Source: Developed for the current study.

Scholars like Nitzl et al. (2016) and Zhao et al. (2010) suggest that assessing mediation effects in the research model typically takes two crucial steps. In the first step, the significance levels of the indirect impact ($a \times b$) [see Figure 2 above] must be obtained first (Memon et al., 2018; Nitzl et al., 2016). Once the indirect effect between the variables is found to be significant, the next stage is to determine the type of mediation. There are two types of mediation: 1) full mediation and 2) partial mediation (Hair et al., 2022; Nitzl et al., 2016; Zhao et al., 2010).

A full mediation occurs when the direct path's (c) effect is not significant. In contrast, the indirect impact ($a \times b$) is significant (this is also called indirect-only mediation), while a partial mediation occurs when both direct effect (c) and indirect effects ($a \times b$) are significant (Carrión et al., 2017; Hair et al., 2022; Nitzl et al., 2016; Zhao et al., 2010). Nitzl, Roldán, and Cepeda (2016) further explained that partial mediation can be divided into two types: 1) complementary mediation and 2) competitive or inconsistent mediation. Complementary mediation occurs when the direct effect and indirect effects point in the same direction (either negative or positive) (Nitzl et al., 2016; Zhao et al., 2010). On the other hand, competitive or inconsistent mediation occurs when the direct effect and indirect effects point in different directions (Zhao et al., 2010).

Alternatively, the type, strength, or size of the mediation can be determined by calculating the ratio of the “indirect-to-total effect” known as the variance accounted for (VAF) value represented by the formula below,

$$\text{VAF} = (a \times b) / (a \times b) + c \quad (2)$$

According to Hair et al. (2022), as a rule of thumb, the value of VAF below 20% indicates no mediation effects, above 20% less than 80% indicate partial mediation, and values above 80% indicate a full mediation. However, this approach is limited in determining the mediation type as it only applies to complementary mediation (Nitzl et al., 2016).

Based on Cohen et al.'s (2003) recommendations, the researcher must meet two requirements when testing the moderating hypothesis. The first step is to determine if the moderating hypothesis is supported by statistics. Second, the researcher needs to determine whether the type of interaction aligns with the hypothesis when there is proof of a moderating effect. In meeting the requirement of the first condition, a moderation structural relationship (trustworthiness $\times$ POS $\rightarrow$ job satisfaction) is estimated to establish if trustworthiness moderates the relationship between POS and job satisfaction. Later, the strength of the moderation effect was established.

Although trustworthiness is decomposed into three components: ability, benevolence, and integrity (Mayer et al., 1995, 2011), in this study, trustworthiness was measured as a second or higher-order construct (see Subsection 2.3.5 for justifications). While the product indicator approach for estimating moderation effects is said to be suitable for the reflective models (Chin et al., 1996; Chin et al., 2003; Hair et al., 2018; Henseler & Chin, 2010), the current study used a two-stage disjoint approach. There are two main reasons for selecting a two-stage disjoint approach over a product indicator approach. First, this approach is more statistically powerful than the product indicator approach (Hair et al., 2016; Hair et al., 2019; Sim et al., 2021).

Second, the approach is more suitable for the hierarchical models (Aiano et al., 2022; Becker et al., 2023). Since the current study involves a hierarchical construct (trustworthiness), a two-stage disjoint approach is more appropriate.

According to Cohen (1988), the threshold scores for the effect sizes (for direct, mediation and moderation relationships) are 0.02, 0.150, and 0.350 for small, medium, and large effect sizes, respectively. However, this is viewed as a more conservative scale. Therefore, Kenny (2018) suggested a more liberal scale that requires threshold scores of 0.005, 0.01, and 0.025 for small, medium, and large effect sizes, respectively. Both mediation and moderation results are presented and discussed in Chapter 4.

3.8.4 Model Fit

According to Lim (2020), evidence must be provided to demonstrate how the structural model best reflects the sample data in accordance with the fundamental theory and fits with the real world. Thus, determining model fit becomes imperative. This study used the standardized root mean square residual (SRMR) to calculate the models' fitness. This technique yields results from bootstrapping procedures, enabling statistical conclusions about the calculated model's fit (Müller et al., 2018; Ogbeibu et al., 2021).

The SRMR is a transformational evaluation of the actual sample's correlation matrices and predicted covariance coefficients. Consequently, the SRMR differentiates between actual and anticipated correlations, and a score below 0.08 is considered a good fit (Hu & Bentler, 1999; Guenther et al., 2023; Hair et al., 2022). On the other side, the normed fit index is a measurement

employed in structural equation modelling (SEM) to evaluate the extent to which a given model fits the data that has been observed (Bentler & Bonett, 1980). It assesses how well a specified model fits against a null model, which assumes that all constructs do not correlate.

According to Bentler and Bonett (1980), a threshold score of 0.90 has always been thought to indicate a good fit, while Hu and Bentler (1999) argue that 0.95 or above is a preferable standard. However, Henseler et al. (2016) assert that for PLS-SEM path modelling, the Standardised Root Mean Square Residual (SRMR) is the most effective and appropriate criterion for estimating the model fitness as it is less biased. The results of the model fit (using SRMR criteria) for this study are presented in Chapter 4.

3.8.5 PLSpredict

PLSpredict is used to evaluate the model's predictive power in PLS-SEM (Guenther et al., 2023). According to Shmueli et al. (2019), PLSpredict is built on the concepts of distinct holdout and training samples for calculating the model's parameters and evaluating a model's predictive capabilities. A training sample is a portion of the entire dataset that is used to determine the model's coefficients (such as the loadings, path parameters, and indicator values). At the same time, the part of the dataset that remains but is not utilised for estimating the model is known as the holdout sample (Guenther et al., 2023; Shmueli et al., 2019).

According to Shmueli et al. (2016), PLSpredict utilises the model's parameters of the training sample to forecast the scores of indicators for a chosen DV

based on the values of indicators for the IV from the holdout sample. Although researchers tend to focus on predictions at the item level, PLSpredict is used to assess the predictive power of a model using composite values. To assess a model's predictive power, researchers employ a range of prediction metrics like mean absolute error and root-mean-square error (RMSE) to quantify the number of errors in predicting the indicators of a particular endogenous variable (Shmueli et al., 2016; Shmueli et al., 2019). The current study measured the model's predictive power using the root-mean-square error (RMSE), which was calculated using the PLSpredict function available in the SmartPLS software. PLS-SEM algorithm generates Q^2 (Q^2_{predict}), Partial Least Squares Structural Equation Modeling-RMSE (PLS-SEM-RMSE), and simple Linear regression Modelling-RMSE results simultaneously.

According to Shmueli et al. (2019), the model has high predictive power if *all* PLS-SEM-RMSE values are less than LM-RMSE values, while in medium predictive power, a *larger number of* (or a similar number) of PLS-SEM-RMSE values are less than LM-RMSE values. Additionally, if the model has low predictive power, *only a few* of the PLS-SEM-RMSE values are less than LM-RMSE values, and if the model has no predictive power, *none* of the *PLS-SEM-RMSE* values are less than LM-RMSE values (Shmueli et al., 2019).

3.8.6 Importance-Performance Map Analysis

Importance performance map analysis (IPMA) is an approach that compares the total impact of the structural model on an outcome construct with the mean latent variable values of its predecessors (Ringle, Wende, & Becker, 2015). The goal of the Importance-Performance Matrix Analysis (IPMA) is to identify

antecedents of the target variable that are very important (with strong overall effects) but underperforming (with lower average latent construct scores). The average latent variable scores indicate how well the predecessors (independent and intervening variables) performed. In contrast, the total effects score indicates how significantly they impacted the targeted construct (DV). This information is important for policy implications.

The current study used SmartPLS version 4 to calculate IPMA. The HRMP dimensional variables – recruitment and selection, training and development, performance appraisal, and compensation and benefits - directly predicted the target variable, job satisfaction. At the same time, POS and trustworthiness produced an indirect prediction. According to Ringle and Sarstedt (2016) and Sarstedt et al. (2014), the researcher must verify three requirements before undertaking the Importance-Performance Matrix Analysis (IPMA) procedures. Consequently, the current study verified that these three requirements needed for the Importance-Performance Matrix Analysis (IPMA) analyses were met. These requirements are first, to ensure that the same metric scale (ordinal scale) was used for all items in the PLS-SEM path model. Second, to represent the worst-case and best-case scenarios, the study ensured all Likert scale coding was applied for the minimum and maximum values (1=strongly disagree to 7=strongly agree). Lastly, the study ensured that the path model's estimates of the outer values were positive.

The importance of each predictor variable is assessed based on the Importance-Performance Matrix Analysis (IPMA) results. Also, the importance-performance axis of the IPMA graph generated after performing an IPMA

procedure (in the SmartPLS software) describes each antecedent variable's performance. The IPMA results are presented in Chapter 4.

3.9 Ethical Considerations

This study received approval from the Universiti Tunku Abdul Rahman Scientific and Ethical Review Committee for carrying out the pilot and main studies involving respondents. Therefore, this study was conducted based on all guidelines, rules, regulations, and procedures given by the Universiti Tunku Abdul Rahman concerning ethical considerations. Similarly, the researcher's employer and sponsor, the Institute of Finance Management, sent an introductory letter to all public parastatals involved in the study to introduce the researcher and ask them to allow the researcher to collect data.

In conducting both the pilot and main study, this study asked permission from the respective authorities of the government parastatals involved in this study in all areas where the data collection activities occurred. Because ethical consideration is a primary concern of the current study, the researcher gave special training to the data collection facilitators on ethical matters related to this study. After the training, data facilitators could adhere to all ethical philosophies. For example, facilitators briefed the respondents on the purpose of the study and asked for their consent to participate. Also, the respondents were convinced that demographic data and their responses were only meant for academic study purposes, not for personal use/benefits.

3.10 Chapter Summary

In summary, this study's methodology is guided by a positivist paradigm that collects quantitative data using closed-ended questionnaires with the help of data collection facilitators. In distributing the questionnaire, a multistage cluster sampling technique is used to collect data from 438 respondents working in 6 parastatals, using simple random sampling. To ensure the items measure what is to be measured, the item statements were checked by pre-test experts, academic supervisors, human resource management specialists, and pilot study participants. The main study results are estimated using Structural Equation Modeling (SEM), Partial Least Squares (PLS) statistical techniques to confirm current hypotheses using SmartPLS Software Version 4. Lastly, this chapter explains how ethical philosophies are practised in this study.

CHAPTER FOUR

DATA ANALYSIS AND RESULTS

4.1 Introduction

This chapter provides data analysis procedures and presents results from the 372 analysed questionnaires regarding the relationships between human resource management practices, POS, trustworthiness, and job satisfaction of employees working in public transportation parastatals in Tanzania. The chapter starts by providing information about the survey's response analysis, descriptive statistics of the respondents' profiles and key variables, and data screening results. Later, results and discussions for both measurement and structural models are presented. The chapter ends by providing a summary of the chapter.

4.2 The Survey's Response Analysis

Initially, the sample size for this study was 365 respondents. However, a 20% increase was considered to buffer a non-response rate, as recommended in management studies in Tanzania (Goodluck, 2009). Consequently, 438 questionnaires were distributed through a drop-off pickup technique with the assistance of the data collection facilitators. A total of fifty-two questionnaires (12%) were not returned, and 14 questionnaires (3%) were removed from the data set because of exceeding 15% of missing values (Hair et al., 2017). Therefore, the number of usable questionnaires eligible for analysis was 372 (85%), which remains greater than the minimum required sample size.

4.3 Descriptive Statistics of the Respondents' Profiles and Key Variables

4.3.1 Respondents' Demographic Profiles

The analysis of the descriptive statistics for the demographic profiles of the respondents was crucial in this study to give insights into the characteristics and composition of the studied sample. The respondents' demographic profile includes information on their gender, age, marital status, work experience, and the highest level of education attained or pursued by the respondents at the time of the survey.

The analysis results using IBM SPSS version 25 show that 209 (56.2%) respondents are men, while 163 (43.8%) are women. This demonstrates the nature of the operations in the transportation sector. The masculine nature of work performed (which requires energy and specialized knowledge in engineering and related fields) justifies the number of male respondents who outnumber their counterparts. However, due to the government's emphasis on advocating for women's equal chances with men in education and work opportunities, women's confidence has increased remarkably. Therefore, the number of female workers has increased in different sectors previously dominated by men, including the transportation sector (United Republic of Tanzania [United Republic of Tanzania - National Bureau of Statistics, 2021, 2022; United Republic of Tanzania - Population Census Report, 2022]).

Further, the results show that respondents aged 18-35 comprised the largest portion of 193 (51.9%). Most youths of this age are finalising their advanced secondary education, college, or university education and are ready to enter the

labour market. Respondents aged 36 to 45 were 106, accounting for 28.5%; 46 to 55 were 48 (12.9%), and 56 years and above were 25 (6.7%) of the entire sample size, respectively. The respondents aged 18 to 35 and 36 to 45, who are termed “youth” in Tanzania (National Bureau of Statistics, 2022), count for the highest number of respondents, which is 299, equivalent to 80.4% of the entire sample. This group suits the nature of the work performed in the public transportation parastatals, which requires more energetic employees. This group also gives a picture of the labour market dominated by youths.

Regarding marital status, the results indicate that 197 (53.0%) respondents were married, 167 (44.8%) were single, and 8 (2.2%) were widows or widowers. The results show that most employees at public transportation parastatals are inclined toward family life. Knowing one's marital status is crucial since it can influence one's employment status, physical and emotional health, social orientation, as well as economic well-being and satisfaction (Asil et al., 2014; Fratiglioni et al., 2000; Robles et al., 2014). Further, the respondents' work experience result reveals that 171 (46%) respondents had a working experience between one and five years. On the other hand, 201 (56%) had a working experience above five years.

Finally, respondents' level of education attained or currently pursued during the survey was analysed. The results show that four (4) respondents had primary education, which is 1.1%, 18 (4.8%) had secondary education, and 118 (31.7%) respondents had certificates or diplomas. Additionally, respondents with bachelor's degrees were 191 (51.3%), 40 (10.8%) with master's degrees, and 1 (0.3%) holding a Doctor of Philosophy Degree (PhD). The results

suggest that most tasks performed in public transportation parastatals require employees with proficiency in specific fields; hence, having a college diploma or university degree is sufficient.

This is supported by the fact that the highest number of employees (309 or 83.06%) holds either an ordinary diploma or a bachelor's degree. The results also indicate that, with tasks performed, advanced qualifications such as a master's degree or a Doctor of Philosophy are not needed much. Correspondingly, 22 (5.9%) of employees who possess primary and secondary education might be doing some office attendants' work. Table 17 summarizes the respondents' demographic profile results from the current study.

Table 17

Respondents' Demographic Profiles Results

Demographic Information		Frequency	Percentages (%)
Gender	• Male	209	56.2
	• Female	163	43.8
Age	• 18-35	193	51.9
	• 36-45	106	28.5
	• 46-55	48	12.9
	• 56 and above	25	6.7
Marital Status	• Married	197	53.0
	• Unmarried/Single	167	44.8
	• Widow/Widower	08	2.2
Work experience	• 1-5	171	46.0
	• More than 5 years	201	54.0
Education	• Primary Education	4	1.1
	• Secondary Education	18	4.8
	• Certificate/Diploma	118	31.7
	• Bachelor's degree	191	51.3
	• Master's degree	40	10.8
	• Doctorate Degree	1	0.3

Note: N=372

4.3.2 Descriptive Statistics of the Key Variables

Table 18 presents the mean and standard deviation values of the study's variables, with 372 observations for each variable. The results show that the mean scores of the variables range from 5.237 to 5.681. These findings suggest that respondents largely agreed with each questionnaire item for a variable. On the other hand, the standard deviation scores of 0.6625 to 0.9778 demonstrate a comparatively moderate degree of response variability. Most respondents responded near the mean, indicating agreement or coherence in their attitudes, beliefs, or opinions (Darling, 2022; Kotronoulas et al., 2023; Nag & Ahmad, 2023).

Table 18

Summary of the Descriptive Statistics of the Key Variables

Constructs	N	Minimum	Maximum	Mean	Std. Deviation
Recruitment and Selection	372	2	7	5.237	0.9778
Training and Development	372	3	7	5.487	0.6640
Performance Appraisal	372	2	7	5.275	0.9378
Compensation and Benefits	372	3	7	5.681	0.6625
Perceived Organisational Support	372	2	7	5.321	0.7912
Trustworthiness	372	3	7	5.627	0.7177
Job Satisfaction	372	3	7	5.508	0.7623

Note: N=372

4.4 Data Examination/Screening Results

Data was examined to identify possible missing data, outliers, multicollinearity, non-normality, and common method bias (CMB). The following subsections present the results.

4.4.1 Missing Data Results

The IBM SPSS software was used to detect missing data in this study. The missing values were given a code “-99”. After running the analysis, 14 (3%) questionnaires were removed from the data set as they exceeded 15% of the missing values (Hair et al., 2017). On the other hand, only one case (INT3), which accounted for only 0.2% of the total analysed sample, was retained because the percentage of missing values was less than 5% and cannot affect the quality of the statistical findings (Stavseth et al., 2019).

Then, SmartPLS 4 software was used to treat the retained missing values using the mean value replacement method. A low percentage of missing values in the data collected resulted from the adequacy checking and refinement of the measurement items done in the pre-test and pilot study to ensure that the sentences and words used were apparent to the respondents.

Additionally, respondents were given the researcher’s mobile numbers to ask for clarifications in case there were problems with interpreting the items. Also, the researcher and the data collection facilitators were keen on checking the questionnaires’ completeness before collecting them from respondents. Finally, the researcher and the data collection facilitators were keen on data entry activities to avoid data entry mistakes, which could also result in missing data if some responses were skipped during data entry.

4.4.2 Outliers Results

IBM SPSS version 25 was used to find and handle outliers in the present study. Four outliers were discovered using the box plot and stem-and-leaf plot

generation, which were later confirmed using the detection square Mahalanobis distance test (D^2 -Test). Out of four, two were recorded as 44 instead of 4, one as 55 instead of 5, and the last one was recorded as 11 instead of 1. All these outliers resulted from inaccurate recording during data entry. Corrections were made accordingly.

4.4.3 Normality Results

Although PLS-SEM makes no assumptions regarding data distribution, Skewness and kurtosis values generated from SmartPLS 4 were applied to identify data normality in this study. According to Hair (2010) and Hair et al. (2017), values above or below zero in the calculation of skewness and kurtosis indicate withdrawals from normality. This means if the value is more than +1, the distribution has moved to the left, and if it is below -1, it has moved to the right (Hair et al., 2010; Hair et al., 2017).

The results displayed in Table 19 show that the data are close to a normal distribution. However, as more than 200 participants were in this study, the negative impact of non-normality was reduced (Hair et al., 2021). Large sample sizes boost statistical power to counteract the adverse effects of non-normal data (Hair et al., 2019). Further, the collected data support the assumptions of the PLS-SEM approach, which relies on the bootstrapping procedures and, therefore, does not require a normal data distribution (Rigdon et al., 2017).

Table 19*Normality Results*

Item's Code	Missing Value	Mean	Min	Max	Standard Deviation	Kurtosis	Skewness
RS1	0	5.145	2	7	1.113	-0.478	-0.105
RS2	0	5.153	2	7	1.099	-0.388	-0.159
RS3	0	5.137	2	7	1.121	-0.539	-0.112
RS4	0	5.237	2	7	1.070	-0.375	-0.148
TD1	0	5.581	3	7	0.868	-0.151	-0.213
TD2	0	5.476	3	7	0.859	-0.300	-0.167
TD3	0	5.457	3	7	0.846	-0.473	0.015
TD4	0	5.505	3	7	0.815	-0.355	0.057
TD5	0	5.414	3	7	0.925	-0.442	-0.053
PA1	0	5.282	2	7	1.128	0.056	-0.493
PA2	0	5.269	2	7	1.077	0.066	-0.448
PA3	0	5.280	2	7	1.036	0.048	-0.318
PA4	0	5.272	2	7	1.026	-0.220	-0.158
CB1	0	5.720	3	7	0.869	-0.589	-0.141
CB2	0	5.688	2	7	0.898	0.037	-0.262
CB3	0	5.602	3	7	0.872	-0.406	-0.182
CB4	0	5.715	3	7	0.927	-0.804	-0.136
POS1	0	5.306	2	7	0.988	0.301	-0.494
POS2	0	5.285	2	7	0.983	0.180	-0.358
POS3	0	5.269	3	7	0.935	-0.041	-0.342
POS4	0	5.347	3	7	0.954	-0.084	-0.275
POS5	0	5.363	2	7	0.981	-0.085	-0.247
POS6	0	5.323	2	7	0.929	0.215	-0.280
POS7	0	5.312	2	7	0.918	0.227	-0.240
POS8	0	5.363	2	7	0.948	-0.176	-0.154
ABL1	0	5.559	2	7	0.904	0.765	-0.682
ABL2	0	5.637	2	7	0.877	0.718	-0.592
ABL3	0	5.629	2	7	0.878	0.678	-0.565
ABL4	0	5.634	2	7	0.874	0.501	-0.574
ABL5	0	5.551	3	7	0.925	-0.138	-0.386
ABL6	0	5.739	2	7	0.961	0.576	-0.661
BEN1	0	5.718	3	7	0.924	-0.335	-0.335
BEN2	0	5.723	3	7	0.902	0.024	-0.485
BEN3	0	5.702	2	7	0.930	0.338	-0.540
BEN4	0	5.704	3	7	0.870	0.169	-0.446
INT1	0	5.591	3	7	0.919	-0.402	-0.208
INT2	0	5.516	2	7	0.923	-0.281	-0.212
INT3	1	5.590	2	7	0.917	-0.153	-0.342
INT4	0	5.578	2	7	0.957	0.047	-0.454
INT5	0	5.602	2	7	0.958	0.248	-0.496
INT6	0	5.556	2	7	0.944	-0.009	-0.336

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Item's Code	Missing Value	Mean	Min	Max	Standard Deviation	Kurtosis	Skewness
JS1	0	5.548	3	7	0.898	-0.454	-0.056
JS2	0	5.548	3	7	0.852	-0.209	-0.191
JS3	0	5.452	3	7	0.868	-0.465	-0.098
JS4	0	5.478	3	7	0.881	-0.178	-0.124
JS5	0	5.513	3	7	0.878	-0.355	-0.220

Note: N=372

4.4.4 Common Method Bias Results

This study used a full collinearity test to assess common method bias (CMB) and establish if there are CMB issues. The VIF values generated in SmartPLS 4 were used to determine CMB problems. As a rule of thumb, VIF values above 3.3 indicate the model has CMB issues (Kock, 2015). According to the results (see Table 20), all the variables have attained a VIF score below 3.3, showing that the current study's model has no CMB problems.

Table 20

Common Method Bias Results

Independent, Mediating, and Moderating Variables	Dependent Variable	CMB Issues (VIF>3.3)
	Job Satisfaction	
Recruitment and Selection	1.983	No
Performance Appraisal	2.561	No
Training and Development	1.661	No
Compensation and Benefits	1.499	No
Perceived Organisational Support	2.999	No
Trustworthiness	2.210	No

Note: N=372

4.5 Evaluation of the Measurement Model

This study's model consists of four groups of variables. The first group comprises the four HRMP dimensional variables: recruitment and selection, training and development, performance appraisal, and compensation and benefits, all considered IVs. In contrast, the second group consists of a

mediating variable, POS, which mediates the relationship between HRMP dimensional variables and job satisfaction. The third group is the moderator variable, trustworthiness, which moderates the relationship between POS and job satisfaction. The last group is the DV, which is job satisfaction. The model comprises 46 measurement items (recruitment and selection = 4, performance appraisal = 4, training and development = 5, compensation and benefits = 4, POS = 8, Trustworthiness = 16, and job satisfaction = 5).

The SmartPLS software version 4 was used to measure the measurement model's reliability and validity. Since trustworthiness is regarded as a reflective-reflective higher-order construct in this study, a two-stage disjoint model for assessing the measurement model that involves a higher-order construct was followed as recommended by Becker et al. (2023).

First, the measurement model with the non-hierarchical variables (HRMP dimensions, POS, and job satisfaction) and first-order constructs of trustworthiness (ability, benevolence, and integrity) were estimated. In the second stage, the second-order construct's (trustworthiness) factor loadings, reliability, and validity were assessed using latent variable scores obtained from the results generated from the first order (dimensions), which became the indicators of the second-order construct. Later, the discriminant validity of the second-order and other non-hierarchical constructs was estimated.

This study's three dimensions of trustworthiness (ability, benevolence, and integrity) are called "first-order constructs". Additionally, the "second-order construct" refers to trustworthiness. Meanwhile, "other constructs" refer to

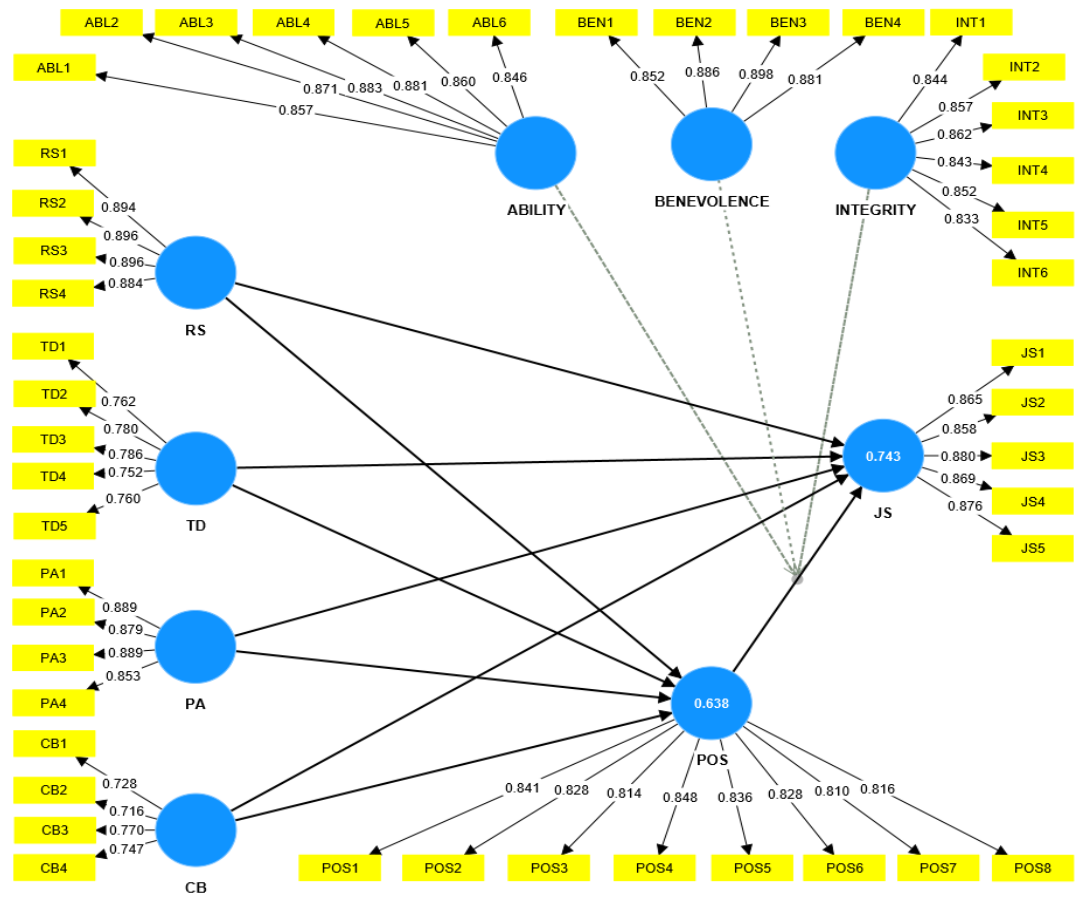
HRMP dimensional variables (recruitment and selection, training and development, performance appraisal, and compensation and benefits), POS, and job satisfaction. The following subsections explain these two stages in detail.

4.5.1 Measurement Model Results for the First Order Constructs and Other Constructs.

The following subtopics present the reliability of the HRMP dimensional variables (recruitment and selection, training and development, performance appraisal, and compensation and benefits), POS, lower or first-order trustworthiness variables (ability, benevolence, and integrity), and job satisfaction. Figure 3 shows factor loadings of the measurement model with a moderator measured as a first or lower-level construct.

Figure 3

Factor Loadings of the First Order Constructs and Other Constructs



Note: RS=Recruitment and Selection, TD= Training and Development, PA= Performance Appraisal, CB= Compensation and Benefits, POS=Perceived Organisational Support, and JS= Job Satisfaction.

Source: Extracted from SmartPLS 4 Software

4.5.1.1 Reliability Results for First Order and Other Constructs

Reliability means the extent to which a variable or group of variables is trustworthy in what it is intended to assess (Hair et al., 2010). This study, SmartPLS 4 to determine indicator reliability and internal consistency values for the first-order constructs and other constructs. The results and discussions for each category are as follows.

a) Indicator Reliability

Indicator reliability measures reliability at the measurement items' (indicators) level. According to Hair et al. (2021), an indicator must attain the threshold loadings of 0.708 for the construct to account for 50% or above of the items' variation. Thus, an indicator with loadings below the above threshold can be deleted (Hair et al., 2017). The results show that all 46 measurement items had achieved the minimum required threshold of 0.708, suggesting perfect indicator reliability.

Therefore, all items were retained. For the lower or first-order constructs, item number three of benevolence (BEN3) scored the highest loadings (0.898), while item number six of integrity (INT6) scored the lowest loadings (0.833). Generally, the results show that compensations and benefits item number two (CB2) scored the lowest loading value, 0.716, amongst the 46 items. On the other hand, recruitment and selection items number two and three (RS2 and RS3) scored the highest loadings value of 0.896 each. Table 21 summarises indicator reliability results.

Table 21

Indicator Reliability Results for First Order and Other Constructs

Construct's Name	Number of Items	Items' Code	Loadings
Recruitment and Selection	4	RS1	0.894
		RS2	0.896
		RS3	0.896
		RS4	0.884
Training and Development	5	TD1	0.762
		TD2	0.780
		TD3	0.786
		TD4	0.752
		TD5	0.760

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Construct's Name	Number of Items	Items' Code	Loadings
Performance Appraisal	4	PA1	0.889
		PA2	0.879
		PA3	0.889
		PA4	0.853
Compensation and Benefits	4	CB1	0.728
		CB2	0.716
		CB3	0.770
		CB4	0.747
Perceived Organisational Support	8	POS1	0.841
		POS2	0.828
		POS3	0.814
		POS4	0.848
		POS5	0.836
		POS6	0.828
		POS7	0.810
		POS8	0.816
Ability	6	ABL1	0.857
		ABL2	0.871
		ABL3	0.883
		ABL4	0.881
		ABL5	0.860
		ABL6	0.846
Benevolence	4	BEN1	0.852
		BEN2	0.886
		BEN3	0.898
		BEN4	0.881
Integrity	6	INT1	0.844
		INT2	0.857
		INT3	0.862
		INT4	0.843
		INT5	0.852
		INT6	0.833
Job Satisfaction	5	JS1	0.865
		JS2	0.858
		JS3	0.880
		JS4	0.869
		JS5	0.876

Note: N=372

b) Internal Consistency

Both Cronbach's alpha and composite reliability values were used to determine the construct's reliability (internal consistency) for the lower-order constructs and other constructs. As a rule of thumb, for the constructs to have attained acceptable internal consistency, the Cronbach's alpha score must be 0.70 and above (Hair et al., 2019). The composite reliability scores must be between 0.6 and 0.7 in exploratory studies, while values ranging from 0.7 to 0.950 are considered the best in more advanced studies (Hair et al., 2018).

The results show that all the constructs attained internal consistency reliability as both Cronbach's alpha and composite reliability values met the required threshold. According to Dijkstra and Henseler (2015), composite reliability (ρ_a) gives the best estimates of internal consistency as it balances the scores of both Cronbach's alpha and composite reliability (ρ_c), as the former tends to underestimate while the latter overestimates.

Further, the results show that compensations and benefits scored the lowest internal consistency values of 0.728 (Cronbach's alpha) and 0.735 (composite reliability (ρ_a)), respectively. Additionally, results show that POS scored the highest internal consistency value of 0.934 (Cronbach's alpha) and 0.9035 (composite reliability (ρ_a)), followed by the first-order construct, ability (Cronbach's alpha=0.934; composite reliability- ρ_a =0.934). Generally, the results suggest that all variables have high internal consistency. Table 22 shows a summary of the results.

Table 22*Internal Consistency Results for First Order and Other Constructs*

Variable/Construct	Cronbach's alpha	Composite Reliability (rho_a)	Composite Reliability (rho_c)
Recruitment and Selection	0.915	0.915	0.940
Performance Appraisal	0.901	0.901	0.931
Training and Development	0.827	0.830	0.878
Compensation and Benefits	0.728	0.735	0.829
Perceived Organisational Support	0.934	0.935	0.946
Ability	0.934	0.934	0.948
Benevolence	0.902	0.905	0.932
Integrity	0.922	0.922	0.939
Job Satisfaction	0.919	0.920	0.939

Note: N=372

4.5.1.2 Validity Results for the First Order and Other Constructs

Convergent and discriminant validity values for the first-order and other constructs were calculated using SmartPLS 4 to validate the measurement model. The results are as follows:

a) Convergent Validity

This study determined the convergent validity of the first-order constructs and other non-hierarchical constructs by calculating the Average Variance Extracted (AVE), which is the average value of the sum of the squared loadings of the construct-related indicators (Hair et al., 2017). According to Chin (1998), an AVE score of 0.50 and above indicates the construct's ability to account for its items' variance of over 50%. Thus, the threshold score of 0.5 signifies a good convergent validity (Hair et al., 2018; Hair et al., 2019).

The results show that all seven constructs attained the required threshold score of 0.50 and above, suggesting no convergent validity problems. Further, compensation and benefits scored the lowest AVE score (0.549), while recruitment and selection scored the highest, at 0.797. Table 23 provides a summary of the convergent validity.

Table 23

Convergent Validity Results for First Order and Other Constructs

Variable/Construct	AVE Values
Recruitment and Selection	0.797
Performance Appraisal	0.770
Training and Development	0.590
Compensation and Benefits	0.549
Perceived Organisational Support	0.685
Ability	0.751
Benevolence	0.773
Integrity	0.720
Job Satisfaction	0.756

Note: N=372

b) Discriminant Validity

The current study used a heterotrait-monotrait ratio (HTMT) to determine the discriminant validity of the first-order constructs and other non-hierarchical constructs. According to Henseler et al. (2015), HTMT is better suited for testing discriminant validity than the Fornell & Lacker (1981) test because it produces fewer biased results regarding the relationships between the latent constructs. Further, Gold et al. (2001) and Hair et al. (2017) argue that the HTMT score for discriminant validity should be below 0.90 for conceptually less identical constructs. On the other hand, Kline (2011) proposed a score below 0.85 for a more stringent standard.

The results indicate no issue with discriminant validity in the current study, as the highest HTMT score is 8.14, below the strict threshold of 0.85 (see Table 24). Appendix 3 displays the discriminant validity of individual items (cross-loadings).

Table 24

Discriminant Validity Results for First Order and Other Constructs

Variable Code	RS	PA	TD	CB	POS	ABL	Trustworthiness dimensional variables		
							BEN	INT	JS
RS									
PA	0.703								
TD	0.442	0.474							
CB	0.392	0.449	0.689						
POS	0.718	0.804	0.542	0.515					
ABL	0.533	0.658	0.498	0.446	0.675				
BEN	0.493	0.610	0.495	0.420	0.645	0.808			
INT	0.570	0.633	0.576	0.517	0.665	0.793	0.774		
JS	0.591	0.716	0.714	0.648	0.769	0.749	0.736	0.814	

Note: RS=Recruitment and Selection, TD= Training and Development, PA=Performance Appraisal, CB= Compensation and Benefits, POS= Perceived Organisational Support, JS= Job Satisfaction, ABL= Ability, BEN= Benevolence, and INT= Integrity.

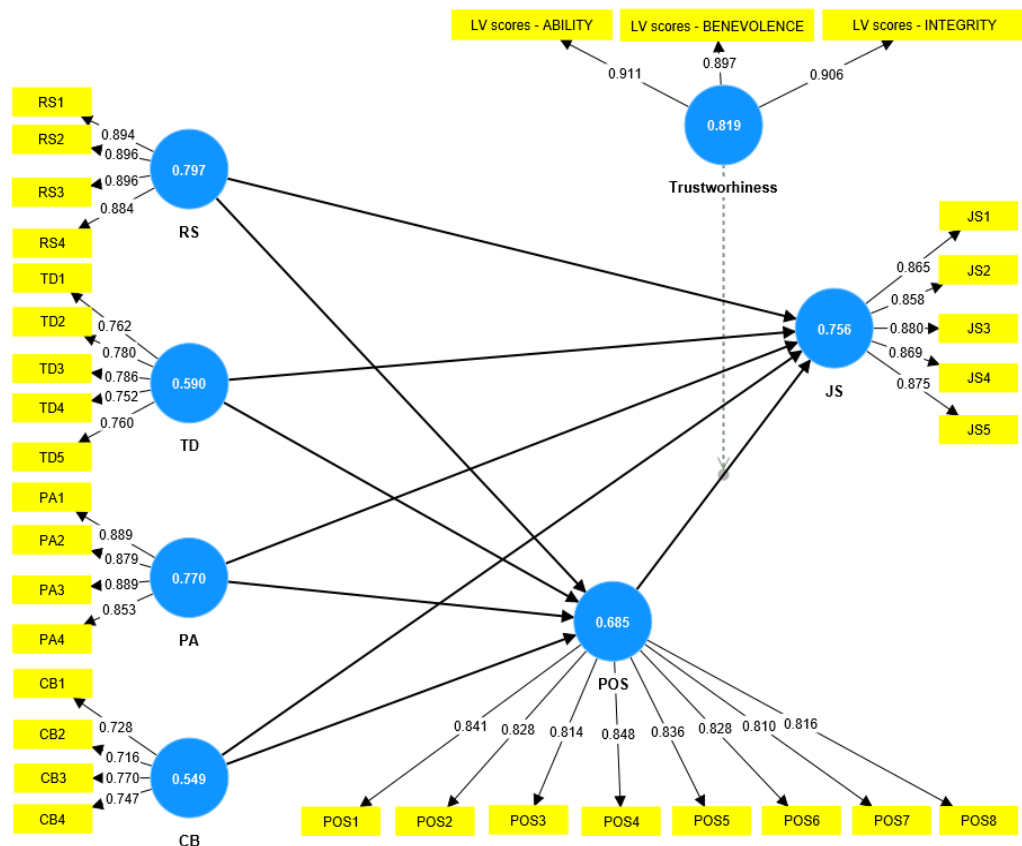
4.5.2 Measurement Model of the Second-Order Construct and Other Constructs

After meeting the requirements of the first stage as recommended by Becker et al. (2023), the second measurement model was estimated, involving the second-order construct (trustworthiness) and other non-hierarchical constructs (HRMP dimensional variables: recruitment and selection, training and development, performance appraisal, and compensation and benefits; POS and job satisfaction). The latent variables' scores from the results generated in the first order (dimensions) were used to indicate the second-order construct (trustworthiness). Thus, factor loadings, reliability, and validity scores were determined in this second model.

Figure 4 shows factor loadings for the latent variables' scores of the lower or first-order constructs (ability, benevolence, and integrity), which are treated as indicators for the higher-order construct, trustworthiness.

Figure 4

Factor Loadings for the Second-order Construct's Indicator variables (Ability, Benevolence, and Integrity)



Source: Extracted from SmartPLS Software

Subsequent subsections explain the factor loadings, reliability, convergent and discriminant validity results of the second-order construct (trustworthiness) and other non-hierarchical constructs.

**a) Factor Loadings, Reliability and Convergent
Validity of the Second-Order Construct and Other
Constructs**

The bootstrapping results show that the second-order construct (trustworthiness) has attained the required thresholds for factor loadings, reliability, and convergent validity. For example, the indicator loadings for trustworthiness are 0.911 (ability), 0.897 (benevolence), and 0.906 (integrity), which are above the 0.708 threshold as recommended by Hair et al. (2017), suggesting good indicator reliability. Ability scored the highest at 0.911, followed by integrity (0.906).

Loadings for other constructs are not presented in this part as they have already been presented in Table 21 in subsection 4.5.1.1. Meanwhile, the second-order construct scored 0.890 for Cronbach's alpha and Composite Reliability (ρ_a), respectively. These scores exceed the required threshold of 0.7 (Hair et al., 2018; Henseler, 2015; Henseler & Schuberth, 2020). Thus, the results confirm the internal consistency reliability of the second-order construct.

Additionally, as a second-order construct, trustworthiness scored an Average Variance Extracted (AVE) value of 0.819, higher than the required score of 0.50, as Chin (1998) recommended. The results suggest that the second-order construct can explain more than 50% of its items' variance (Hair et al., 2018; Hair et al., 2019), signifying good convergent validity. As compared to other non-hierarchical constructs (the four HRMP dimensional variables, POS, and job satisfaction), trustworthiness has the highest AVE score (0.819), followed

by recruitment and selection (0.797). Conversely, compensation and benefits have the lowest convergent validity scores (AVE=0.549) - see Table 25.

Table 25:

Factor Loadings, Reliability and Convergent Validity of the Second Order Construct and Other Constructs

Variable/ Construct	Loadings	Cronbach's alpha	Composite Reliability (rho_a)	Composite Reliability (rho_c)	AVE
Non- Non-Hierarchical Constructs					
Recruitment and Selection		0.915	0.915	0.940	0.797
Performance Appraisal		0.901	0.901	0.931	0.770
Training and Development		0.827	0.830	0.878	0.590
Compensation and Benefits		0.728	0.735	0.829	0.549
Perceived Organisational Support		0.934	0.935	0.946	0.685
Job Satisfaction		0.919	0.920	0.939	0.756
Second Order Construct					
Construct	Indicators				
Trustworthiness			0.890	0.892	0.931
	Ability	0.911			0.819
	Benevolence	0.897			
	Integrity	0.906			

Note: N=372

b) Discriminant Validity of the Second-Order Construct and Other Constructs

The current study estimated the discriminant validity for the second-order construct (trustworthiness) and other constructs using the heterotrait-monotrait ratio (HTMT) criteria available in the SmartPLS 4 software. The results show no discriminant validity problems in this model, as the second-order construct and other constructs have scored HTMT values below 0.90, as recommended by Gold et al. (2001) and Hair et al. (2017). Table 26 summarises the discriminant validity results of the higher-order construct and other constructs.

Table 26

Discriminant Validity Results of the Second-Order Construct and Other Constructs

Variable Code	RS	PA	TD	CB	POS	TRT	JS
RS							
PA	0.703						
TD	0.442	0.474					
CB	0.392	0.449	0.689				
POS	0.718	0.804	0.542	0.515			
TRT	0.598	0.713	0.588	0.518	0.744		
JS	0.591	0.716	0.714	0.648	0.769	0.863	

Note: RS=Recruitment and Selection, TD=Training and Development, PA=Performance Appraisal, CB= Compensation and Benefits, POS= Perceived Organisational Support, JS= Job Satisfaction, TRT= Trustworthiness

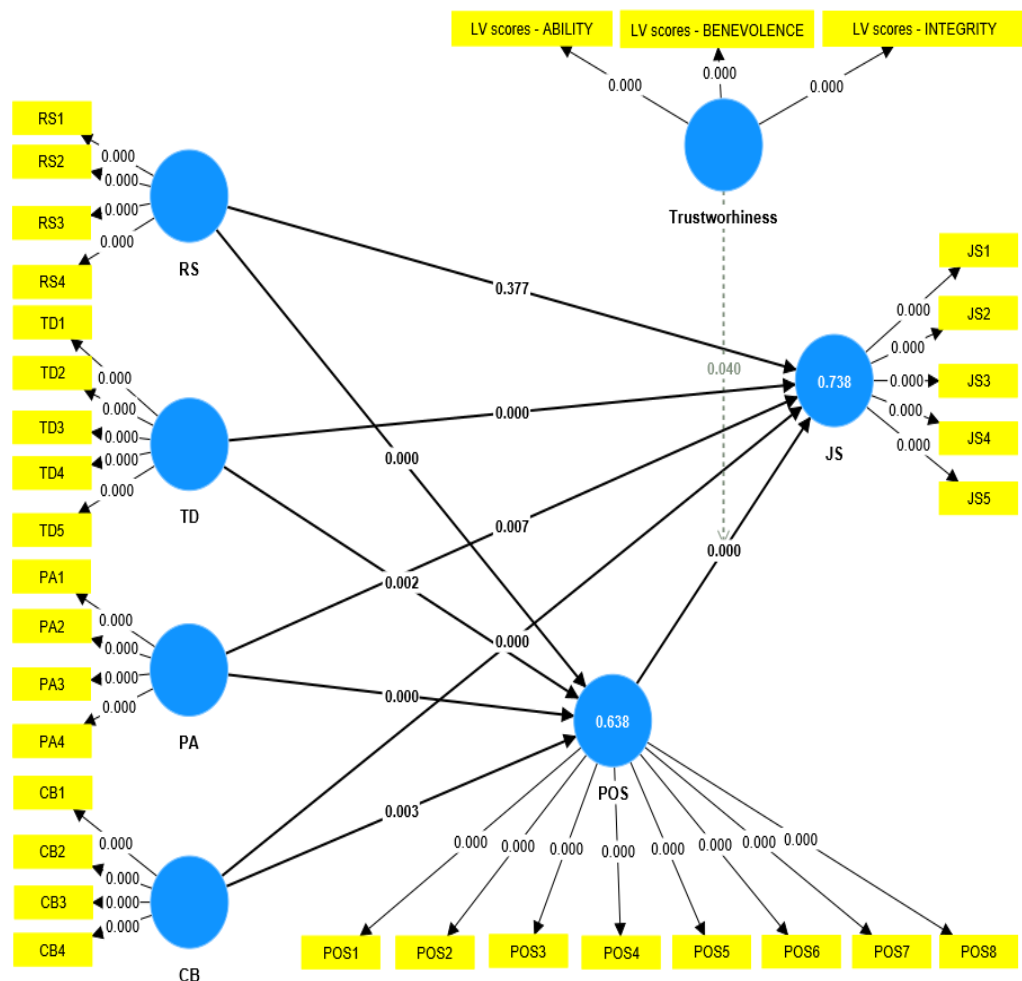
4.6 Evaluation of Results for the Structural Model

Since the current study met the requirements of the measurement model (was satisfied), the structural model was evaluated. Evaluation of the structural model involved the determination of multicollinearity, structural relationships of the studied variables, the model's fitness, and calculating the model's out-of-sample predictive power (PLSpredict) and Importance-Performance Map Analysis (IPMA). Regarding structural relationships, the model was evaluated to determine results for the nine (9) direct hypotheses (H1a to H1d, H2a to H2d, and H3) and five (5) indirect hypotheses (H4a to H4d, and H5) to make a total of 14 hypotheses for the entire model. A bootstrapping procedure in the SmartPLS software was used to estimate the structural model using a minimum of 10,000 samples recommended by Becker et al. (2023) and Guenther et al. (2023).

In assessing structural relationships, the following metrics were calculated: path coefficient (β), effect size (f^2), predictive relevance (Q^2), and coefficient of determination/ coefficient of explained variance (R^2) (Chin, 1998; Hair et

al., 2017; Hair et al., 2019; Henseler et al., 2009; Sarstedt et al., 2017; Urbach & Ahlemann, 2010). For the case of path coefficient (β), p-values, t-values, and confidence interval were used to determine the relationship's magnitude, sign, and significance (Hair et al., 2021; Winship & Zhuo, 2020). The results and discussions are shown in the respective sub-sections (see Figure 5 for the structural model results). Table 27 summarises the evaluation criterion for the structural model.

Figure 5
Structural Model Results



Source: Extracted from SmartPLS Software

Table 27*Structural Model's Results Evaluation Criterion*

Criterion	Metrics & Thresholds	Source
Path coefficient(β)	p-value, confidence interval near +1 = Strong positive relationships close to -1=Strong negative Relationships 0= No relationship	(Hair et al., 2017; Hair et al., 2021)
Coefficient of Determination (R^2)	0.25,0.50, and 0.67= weak, moderate, and large	(Chin, 1998. Hair et al., 2017; Henseler et al., 2009; Sarstedt et al., 2017a)
Predictive Relevance (Q^2)	0, 0.25, and 0.50= low, medium, and high	(Hair et al., 2019)
Effect Size (f^2)	0.02, 0.15, and 0.35= small, medium, and Large (for a stricter criterion)	(Cohen, 1988)
	0.005, 0.01, and 0.025 (for a less strict criterion)	Kenny (2018)

Note: Developed for the current study.

4.6.1 Collinearity Results

As a rule of thumb, before estimating the structural relationships, it is mandatory to test for collinearity to identify multicollinearity problems (Hair et al., 2019; Henseler et al., 2015; Kock, 2015). Therefore, this study identified multicollinearity problems using VIF metrics. The results show that the study is free from multicollinearity problems as all variables have attained a VIF score below the threshold of 3.3 (Kock, 2015), as shown in Table 28.

Table 28*Multicollinearity Results.*

Exogenous Variables	Endogenous Variables		Multicollinearity Issues (VIF>3.3)
	Job Satisfaction	POS	
Recruitment and Selection	1.989	1.748	No
Performance Appraisal	2.618	1.816	No
Training and Development	1.772	1.547	No
Compensation and Benefits	1.506	1.461	No
Perceived Organisational Support	3.042		No
Trustworthiness	2.404		No

Note: N=372

4.6.2 Results of Coefficient of Determination (R^2) and Predictive Relevance (Q^2)

The model's results show that the endogenous variables POS and job satisfaction have scored 0.638 and 0.738 for the coefficient of determination (R^2), respectively (see Table 29). These scores have exceeded the minimum recommended threshold of 0.25, as shown in Table 28. To be precise, these R^2 results signify moderate to large predictive power, as the HRMP dimensional variables (recruitment and selection, training and development, performance appraisal, and compensation and benefits) explain 63.8% of the variation in POS. In comparison, other factors explain the remaining 36.2%. Additionally, HRMP dimensional variables, POS, and trustworthiness predict variation in job satisfaction by 73.8%, while other factors contribute to the remaining 26.2%.

On the other hand, a blindfolding calculation of the predictive relevance (Q^2) revealed that the direct effect of HRMP dimensional variables (recruitment and selection, training and development, performance appraisal, and compensation and benefits) on POS scored a value of 0.432 for Q^2 , demonstrating a moderate predictive relevance (see Table 29). Conversely, the effects of HRMP dimensional variables, POS, and trustworthiness on job satisfaction have scored a Q^2 value of 0.551, demonstrating high predictive relevance.

Table 29

Results of R-Square (R^2) and Q-Square (Q^2)

Endogenous Construct(s)	R-Square	Q-Square
Perceived Organisational Support	0.638	0.432
Job Satisfaction	0.738	0.551

Note: N=372

4.6.3 Results for the Direct Structural Relationships

The results show that eight (8) direct hypotheses are supported and significant, while one direct relationship is not significant and therefore not supported (see Table 30). These results prove the applicability and usefulness of the hypothesized HRMP dimensional variables in influencing POS and, simultaneously, HRMP dimensional variables, POS, and trustworthiness in influencing job satisfaction. Additionally, these results provide empirical evidence of the applicability of the social exchange theory in predicting the social exchange relationship among the studied variables.

Furthermore, a bootstrapping procedure in the SmartPLS software was used to estimate the structural relationships (testing hypotheses) using a minimum of 10,000 samples recommended by Becker et al. (2023) and Guenther et al. (2023). Additionally, the effect size (f^2) and path coefficient (β), confidence intervals (CI), and t-values were generated to assess the strength and significance of each direct relationship as explained in the subsequent subtopics.

a) Human Resource Management Practices and Job Satisfaction (H1a, H1b, H1c, and H1d)

a1) Recruitment and Selection and Job Satisfaction (H1a)

Hypothesis H1a aimed to respond to objective one and answer research question one. It was hypothesised that recruitment and selection practices positively affect job satisfaction. However, the results indicated recruitment and selection practices were unrelated to job satisfaction ($\beta = -0.012$; $p > 0.05$; t-value = 0.314). Also, the confidence interval values (-0.077; 0.050) contained

zero, providing additional proof of the insignificant nature of this relationship. With a beta value of -0.012, the path RS→JS in the current study indicates a fragile and mildly negative association between recruitment and selection practices and job satisfaction (see Table 30). Thus, the current study provides evidence that recruitment and selection do not significantly influence job satisfaction at public transportation parastatals in Tanzania. Therefore, hypothesis H1a (the employees' recruitment and selection practice positively relates to job satisfaction) is not supported at a probability level of 0.05.

a2) Training and Development and Job Satisfaction (H1b)

The results in Table 4.13 show that the training and development variable is positively and significantly related to job satisfaction in transportation parastatals in Tanzania ($\beta=0.192$ and $p<0.001$, $t\text{-value}=4.612$). The confidence intervals (0.123; 0.261) do not contain zero, which suggests a positive relationship between training and development and job satisfaction is significant. Therefore, hypothesis H1b is supported. Additionally, the effect size (f^2) was computed to determine the effect size of training and development on job satisfaction, and the results show a small effect (0.079) based on Cohen's (1988) classifications (0.02, 0.15, and 0.35 = small, medium, and large, respectively). The results confirm hypothesis H1b (the training and development practice positively relates to job satisfaction).

a3) Performance Appraisal and Job Satisfaction (H1c)

After running bootstrapping procedures using SmartPLS 4, performance appraisal has been shown to have a positive and significant direct relationship with job satisfaction ($\beta=0.121$; $p<0.01$, $t\text{-value}=2.476$). The confidence

intervals (0.042; 0.201) contain no zero, indicating a significant relationship between performance appraisal and job satisfaction. Further, the effect size (f^2) score of 0.021 indicates the performance appraisal's small effect on job satisfaction. The above results confirm hypothesis H1c (the performance appraisal practice positively relates to job satisfaction).

a4) Compensation and Benefits and Job Satisfaction (H1d)

The results show that the compensation and benefits variable is positively and significantly related to job satisfaction in public transportation parastatals in Tanzania ($\beta=0.120$; $p<0.001$, $t\text{-value}=3.377$). The confidence intervals (0.061; 0.178) do not contain zero, indicating a significant relationship between compensation and benefits and job satisfaction. Conversely, the effect size (f^2) score of 0.036 has exceeded the minimum threshold of 0.02 for the small effect (Cohen, 1988; Hair et al., 2021), suggesting compensation and benefits have a relatively small effect on job satisfaction. The above results confirm hypothesis H1d (the compensation and benefits practice positively relates to job satisfaction) is supported.

b) Human Resource Management Practices and Perceived Organisational Support (H2a, H2b, H2c, H2d)

Overall results show that all four hypotheses are supported, confirming hypotheses H2a to H2d (see Table 30). Additionally, these findings prove the relevance and significance of the hypothesised HRM dimensional variables (H2a, H2b, H2c, and H2d) in influencing perceived organisational support. Furthermore, these results are consistent with the reciprocity principle, as

explained by the Social Exchange Theory. The results for each specific hypothesis follow in the coming sub-sections.

b1) Recruitment and Selection and Perceived Organisational Support (H2a)

The results show that the recruitment and selection variable is significantly and positively related to perceived organisational support ($\beta=0.285$; $p<0.001$, t -value=2.30). Therefore, hypothesis H2a is supported. Also, the confidence intervals (0.222; 0.349) do not contain zero, proving this relationship is significant. Lastly, the effect size (f^2) value of 0.128 suggests that RS has a negligible effect on perceived organisational support. The above results confirm hypothesis H2a (the employees' recruitment and selection practice positively relates to perceived organisational support).

b2) Training and Development and Perceived Organisational Support (H2b)

The results for hypothesis H2b show that the training and development variable is positively and significantly related to the POS of employees working in public transportation parastatals in Tanzania ($\beta=0.121$; $p=0.01$; t -value=2.839). Thus, hypothesis H2b is supported. Additionally, the values of the confidence intervals (0.051; 0.191) do not contain zero, which suggests a significant relationship between training and development and POS. Further, the effect size (f^2) of 0.026 signifies a small effect of the training and development on POS. The results confirm hypothesis H2b (the training and development practice positively relates to perceived organisational support).

b3) Performance Appraisal and Perceived Organisational Support (H2c)

The results show a positive and significant relationship between performance appraisal and POS ($\beta=0.469$; $p<0.001$; $t\text{-value}=9.042$), supporting hypothesis H2c. Additionally, the confidence intervals of 0.379 and 0.550 do not contain zero, thus confirming that this relationship is significant. Further, the effect size (f^2) value of 0.335 suggests a moderate effect size of performance appraisal on perceived organisational support. The above results confirm hypothesis H2c (the performance appraisal practice positively relates to perceived organisational support).

b4) Compensation and Benefits and Perceived Organisational Support (H2d)

The bootstrapping results show that the compensation and benefits variable and POS are positively and significantly related ($\beta=0.102$; $p<0.01$; $t\text{-value}=2.746$). Correspondingly, confidence intervals of 0.045 and 0.166 do not contain zero, thus confirming that this relationship is significant. Additionally, the effect size (f^2) value of 0.020 signifies a small effect size of compensation and benefits on POS. The results confirm hypothesis H2d (the compensation and benefits practice positively relates to perceived organisational support) is supported.

c) Perceived Organisational Support and Job Satisfaction (H3)

The rationale of hypothesis H3 was to examine how POS (the mediator variable) influences job satisfaction at the public transportation parastatals in Tanzania. According to the results, POS has a positive and direct relationship

with job satisfaction ($\beta=0.207$; $p<0.001$ and $t\text{-value}=4.481$), supporting hypothesis H3. Further, the confidence intervals of 0.130 and 0.281 do not contain zero, confirming that this relationship is significant. Finally, the f^2 score of 0.054 shows a small effect of POS on job satisfaction. The above results confirm hypothesis H3 (perceived organisational support positively relates to job satisfaction).

Table 30*Summary of the Direct Relationships Results.*

Hypothesis Code	Direct Relationship	β - Value	Sample Mean (M)	SD	p -Value	Confidence Intervals (CI)	t-Value	f ²	Decision	Remarks
H1a	RS → JS	-0.012	-0.013	0.039	0.377	-0.077; 0.050	0.314	0.000	Not-Supported	Not significant
H1b	TD → JS	0.192	0.192	0.042	0.000	0.123; 0.261	4.612	0.079	Supported	Significant
H1c	PA → JS	0.121	0.122	0.049	0.007	0.042; 0.201	2.476	0.021	Supported	Significant
H1d	CB → JS	0.120	0.120	0.035	0.000	0.061; 0.178	3.377	0.036	Supported	Significant
H2a	RS → POS	0.285	0.284	0.038	0.000	0.222; 0.349	7.508	0.128	Supported	Significant
H2b	TD → POS	0.121	0.121	0.042	0.002	0.051; 0.191	2.839	0.026	Supported	Significant
H2c	PA → POS	0.469	0.467	0.052	0.000	0.379; 0.550	9.042	0.335	Supported	Significant
H2d	CB → POS	0.102	0.105	0.037	0.003	0.045; 0.166	2.746	0.020	Supported	Significant
H3	POS → JS	0.207	0.206	0.046	0.000	0.130; 0.281	4.481	0.054	Supported	Significant

Note: RS=Recruitment and Selection, SD= Standard Deviation, TD= Training and Development, PA=Performance Appraisal, CB= Compensation and Benefits, POS= Perceived Organisational Support, JS= Job Satisfaction; N=372

4.6.4 The Mediating Role of Perceived Organisational Support in the Relationship between Human Resource Management Practices and Job Satisfaction (H4a-H4d)

In response to research objective four, the mediation role of POS in the relationship between HRMP dimensional variables and job satisfaction (H4a to H4d) was estimated. The bootstrapping results show that all four indirect relationship hypotheses (H4a to H4d) are supported as positive and significant relationships at $p < 0.001$. Thus, not only are the results consistent with the principle of reciprocity as explained by Social Exchange Theory, but they also confirm the mediating role of POS in the relationships between HRMP dimensional variables and job satisfaction. Table 31 presents a summary of the bootstrapping results of the mediating role of POS in the relationship between HRMP dimensional variables and job satisfaction of employees working in the public transportation parastatals in Tanzania.

Table 31*Summary of the Mediation Results*

Hypothesis	Paths	β - Value	p -Value	Confidence Intervals (CI)	t-Value	Decision and Type of Mediation
H4a	RS→JS	-0.012	0.377	-0.077; 0.050	0.314	Supported (Full Mediation)
	RS→POS→JS	0.059	0.000	0.034; 0.086	3.717	
H4b	TD→JS	0.192	0.000	0.123; 0.261	4.612	Supported (Partial Mediation)
	TD →POS→JS	0.025	0.011	0.009; 0.044	2.286	
H4c	PA→JS	0.121	0.007	0.042; 0.201	2.476	Supported (Partial Mediation)
	PA→POS→JS	0.097	0.000	0.058; 0.136	4.151	
H4d	CB→JS	0.120	0.000	0.061; 0.178	3.377	Supported (Partial Mediation)
	CB→POS→JS	0.021	0.010	0.008; 0.037	2.321	

Note: RS=Recruitment and Selection, TD= Training and Development, PA=Performance Appraisal, CB= Compensation and Benefits, POS= Perceived Organisational Support, JS= Job Satisfaction; N=372.

The coming subsections explain the specific findings of the mediation effects of POS in the relationship between HRMP dimensional variables and job satisfaction. The effect size (f^2) and path coefficients (β) were calculated to assess the strength and significance of each indirect relationship.

4.6.4.1 Recruitment and Selection, Perceived Organisational Support and Job Satisfaction (H4a)

Hypothesis H4a examined the POS's role in mediating the relationship between recruitment and selection, and job satisfaction to answer and meet research question four and objective four, respectively. The bootstrapping results in Table 31 show that POS mediates the relationship between recruitment and selection, and job satisfaction, and this relationship ($RS \rightarrow POS \rightarrow JS$) is significant ($\beta=0.059$; $p<0.001$; $t\text{-value}=3.717$). The confidence intervals (CI) are 0.034 and 0.086. Since there is no zero in the CI values, it confirms a significant positive mediation relationship. The direct effect of recruitment and selection and job satisfaction is insignificant, but the indirect effect is significant. This suggests that POS fully mediated the relationship between recruitment and selection and job satisfaction.

The findings confirm hypothesis H4a (perceived organisational support mediates the relationship between recruitment and selection practice and job satisfaction). The empirical findings of this study have unambiguously confirmed that since recruitment and selection practices have no direct effects on job satisfaction, POS becomes a primary means by which the impact of recruitment and selection activities on job satisfaction is conveyed.

4.6.4.2 Training and Development, Perceived Organisational Support and Job Satisfaction (H4b)

Hypothesis H4b was meant to examine the mediating effect of POS in the relationship between training and development, and job satisfaction at the public transportation parastatals in Tanzania. The results show that the indirect path (TD→POS→JS) was positive and significant ($\beta=0.025$; $p<0.05$; $t\text{-value}=2.286$), confirming the occurrence of the mediation effect. Additionally, the confidence intervals (0.009; 0.044) do not comprise zero, hence supporting the existence of the mediation effect of POS in the relationship between training and development, and job satisfaction (TD→POS→JS). The results mean that the hypothesis H4b is supported. The results also suggest a partial mediation since both the direct effect and indirect effects were significant. A complementary partial mediation occurs based on the findings of the study, as both the direct and indirect effects point in the same direction (either negative or positive) (Nitzl et al, 2016; Zhao et al., 2010).

The results of this study show that POS accounts for part of the positive impacts of training and development on job satisfaction. Additionally, the results indicated that POS is a complementary construct when elucidating the relationship between training and development and job satisfaction. Therefore, this suggests that there is an alternative means to promote job satisfaction, either through direct effects of training and development or indirectly through POS. The above results confirm hypothesis H4b (POS mediates the relationship between training and development and job satisfaction).

4.6.4.3 Performance Appraisal, Perceived Organisational Support and Job Satisfaction (H4c)

Hypothesis H4c was meant to examine the mediating effect of POS in the relationship between performance appraisal and job satisfaction at public transportation parastatals in Tanzania. These results confirm the occurrence of the mediation effect in the relationship between performance appraisal and JS via POS ($\beta=0.097$; $p< 0.001$; $t\text{-value}=4.151$). These results mean hypothesis H4c is supported. Further, the confidence intervals (0.058; 0.136) do not comprise zero, supporting that the indirect path (PA→POS→JS) is significant. The results also suggest a partial mediation since both the direct and indirect effects were significant. Additionally, the results suggest a complementary partial mediation has occurred since both the direct and indirect effects point in the same direction (negative or positive) (Nitzl et al., 2016; Zhao et al., 2010).

Furthermore, the results show that POS contributes to part of the positive impacts of performance appraisal on job satisfaction. Also, the results meant that POS serves as a complementary construct when explaining the relationship between performance appraisal and job satisfaction. As such, there is an alternative way to promote job satisfaction through direct effects of performance appraisal or indirectly through POS. Since the effect of the mediating path (PA→POS→JS) is far stronger than the direct path (PA→JS), the results suggest that performance appraisal is more effective in contributing to job satisfaction indirectly through POS. The above results confirm hypothesis H4c (perceived organisational support mediates the relationship between performance appraisal and job satisfaction).

4.6.4.4 Compensations and Benefits, Perceived Organisational Support, and Job Satisfaction (H4d)

Hypothesis H4d was meant to examine the mediating effect of POS in the relationship between compensation and benefits, and job satisfaction at the public transportation parastatals in Tanzania. The results confirm the mediation effect in the relationship between compensation and benefits, and job satisfaction through POS ($\beta=0.021$; $p<0.01$; $t\text{-value}=2.321$). Also, these results imply that hypothesis H4d is supported. Further, the confidence intervals (0.008; 0.037) do not comprise zero, thus confirming this indirect path (CB→POS→JS) is significant. The results also suggest a partial mediation since both the direct and indirect effects were significant. Additionally, a complementary partial mediation has occurred as both the direct effect and indirect effects point in the same direction (either negative or positive) (Nitzl et al., 2016; Zhao et al., 2010).

Further, the results show that POS contributes to some of the positive impacts of compensation and benefits on job satisfaction. Accordingly, the results meant that POS is a complementary construct when explaining the relationship between compensation and benefits and job satisfaction. Therefore, the results demonstrate that there is an alternative mechanism for promoting job satisfaction, either through direct effects of compensation and benefits or indirectly through POS. However, the effect size of the mediating path (CB→POS→JS) is weaker than the direct path (CB→JS), suggesting that compensation and benefits are more effective in contributing to job satisfaction directly rather than indirectly through POS. The above results confirm

hypothesis H4d (perceived organisational support mediates the relationship between compensation and benefits, and job satisfaction).

4.6.5 Moderating Role of Trustworthiness in the relationships between Perceived Organisational Support and Job satisfaction (H5)

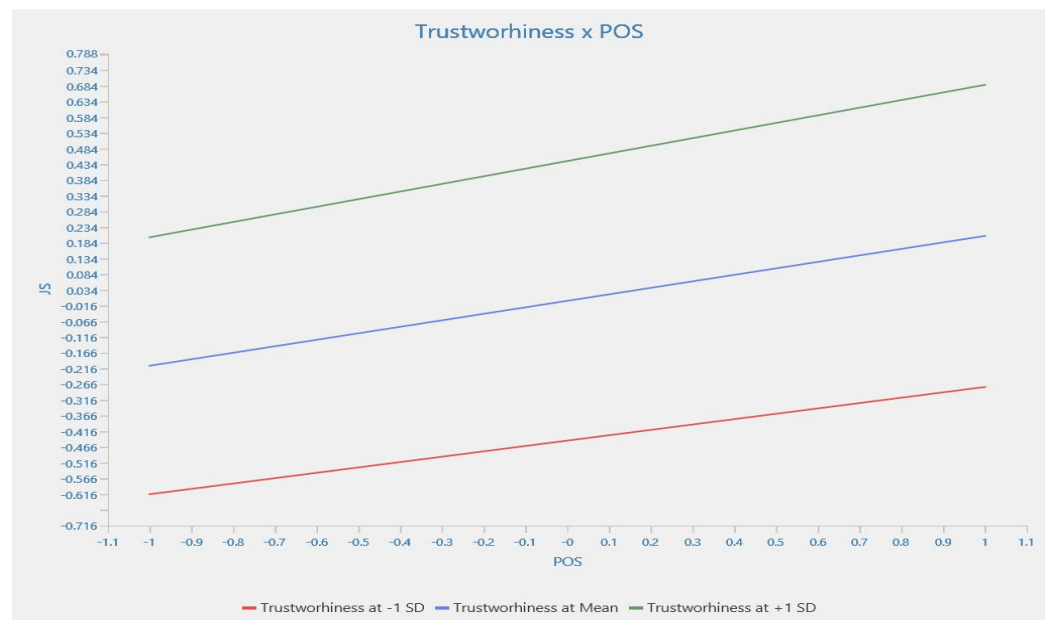
Hypothesis 5 (H5) is meant to examine the moderating role of trustworthiness in the relationship between POS and job satisfaction. Additionally, it was meant to answer research question number five and meet research objective five. As shown in Table 32, the results show that trustworthiness significantly moderates the relationship between POS and job satisfaction ($\beta=0.036$; $p<0.05$; $t\text{-value}=1.753$). These results prove the existence of moderation effects; therefore, hypothesis H5 is supported.

The R^2 before including a moderator (trustworthiness) was 0.654. After the moderator was added, the R^2 increased to 0.738. Thus, the difference of R^2 ($0.738-654=0.084$) signifies that in any unit increase of trustworthiness, POS will increase its impact on job satisfaction by 8.4%. According to Chin (1998) and Hayes and Rockwood (2017), despite the small R^2 change, the increase helps determine the magnitude of the interaction effects. Further, according to Cohen (1988), the f^2 scores of 0.02, 0.15, and 0.35 imply small, medium, and large effect sizes, respectively. The present study showed the effect size (f^2) value of 0.008, indicating the interaction term has a very small effect on job satisfaction.

Additionally, the simple slope analysis (see Figure 6) is used in this study to explain the nature of the moderation role of managers' trustworthiness in the relationship between POS and job satisfaction. Since the interaction's effect size (f^2) is minimal (0.008), there are no apparent significant differences between high trustworthiness (green line) and low trustworthiness (red line). However, the green line (high trustworthiness) is slightly steeper than the red line (low trustworthiness). Given that the interaction effect is positive, as indicated by the beta value ($\beta = 0.036$), the results imply that increasing managers' trustworthiness strengthens the positive relationship between POS and job satisfaction among employees in public transportation parastatals in Tanzania. Conversely, decreasing managers' trustworthiness diminishes the positive relationship between POS and job satisfaction.

Figure 6

Slope Analysis Graph for the Moderation Effect.



Source: Extracted from SmartPLS Software

Table 32 below summarises the results for the moderating role of managers' trustworthiness in the relationship between perceived organisational support and job satisfaction of employees working in the public transportation parastatals in Tanzania.

Table 32

Moderation Effects Results.

Hypothesis Code	Paths	β - Value	p - Value	Confidence Intervals (CI)	f ²	Decision
H5	TRW x POS→JS	0.036	0.040	0.003;0.070	0.008	Supported

Note: TRW =Trustworthiness, POS= Perceived Organisational Support, JS= Job Satisfaction

4.7 Model Fitness Results

According to Henseler et al. (2016), when assessing model fitness, distance measures such as the Unweighted least squares discrepancy (dULS) and Geodesic discrepancy (dG) are commonly used to connect numerous methods for computing the disparity between two different matrices. However, Henseler et al. (2016) assert that for PLS-SEM path modelling, the Standardised Root Mean Square Residual (SRMR) is the most effective and appropriate criterion for estimating the model fitness as it is less biased. Thus, the current study uses SRMR values to indicate the current study's model fitness. The maximum threshold required for SRMR is 0.08 or less to indicate good model fitness (Benitez et al., 2019; Hair et al., 2022; Hu & Bentler, 1999). As shown in Table 33, the result indicates that this study's model has achieved model fitness as the SRMR value is 0.043 lower than the required maximum threshold of 0.08, thus confirming the model's fitness.

Table 33*Model Fitness Results.*

Criterion	Thresholds	Source	Results
SRMR	≤ 0.08	Hair et al. (2022); Hu and Bentler (1999)	0.043

Note: Developed for the current study.

4.8 PLSpredict Results

One of the most crucial things to think about when assessing PLSpredict is to identify the primary targeted variable. Since job satisfaction is the core focus of analysis in this study, it is the targeted variable. After determining the primary target variable, the researcher examined the Q^2 -predict scores first to thoroughly verify if the PLS-SEM-based estimations (for the targeted variable-job satisfaction) outperformed the highest naive benchmark (training variable-POS) (Evermann & Tate, 2016).

The results show that all the Q^2 predicted scores of the primary targeted variable (job satisfaction) indicators have surpassed the naïve or training variables'(POS) indicators (see Table 34). Q^2 values for both samples' indicators are above zero, which signifies a positive predictive relevance. These results paved the way for estimating PLSpredict results.

According to Shmueli et al. (2019), the model has high predictive power if all PLS-SEM-RMSE values are less than LM-RMSE values, while in medium predictive power, a larger number of (or a similar number) of PLS-SEM-RMSE values are less than LM-RMSE values. Additionally, if the model has low predictive power, only a few of the PLS-SEM-RMSE values are less than

LM-RMSE values, and if the model has no predictive power, none of the PLS-SEM-RMSE values are less than LM-RMSE values (Shmueli et al., 2019). Based on the above classification by Shmueli et al. (2019), in the current study, all PLS-SEM-RMSE values are less than LM-RMSE values, suggesting that the current model has an impressive high level of predictive ability.

Table 34

PLSpredict Results

Indicators	Q ²	PLS-SEM -RMSE	PLS-SEM -MAE	LM-RMSE	LM-MAE
JS1	0.539	0.612	0.515	0.632	0.531
JS2	0.574	0.558	0.466	0.577	0.483
JS3	0.482	0.626	0.540	0.636	0.542
JS4	0.544	0.597	0.503	0.619	0.519
JS5	0.539	0.598	0.513	0.614	0.531
POS1	0.453	0.732	0.596	0.733	0.608
POS2	0.427	0.746	0.614	0.758	0.622
POS3	0.429	0.708	0.572	0.723	0.583
POS4	0.445	0.712	0.581	0.715	0.584
POS5	0.476	0.712	0.578	0.719	0.582
POS6	0.410	0.715	0.599	0.716	0.592
POS7	0.381	0.725	0.596	0.737	0.604
POS8	0.403	0.734	0.597	0.737	0.596

Note: RMSE=Root-mean-square error; MAE=mean absolute error, LM- Linear regression Modelling, PLS-SEM=Partial Least Square Structural Equation Modeling

4.9 Importance -Performance Map Analysis Results

Importance performance map analysis (IPMA) was estimated to determine the importance of the predictor variables or all HRMP dimensional variables and the intervening variable POS in explaining the target variable job satisfaction. The IPMA was estimated using the IPMA procedure available in SmartPLS version 4. However, the moderator (trustworthiness) was not included in the IPMA estimations based on some scholars' best practices and recommendations. Literature shows that the inclusion of the moderating

variable in the IPMA estimations interprets the results as more ambiguous and complex; therefore, these two tests must always be separated (Hair et al., 2017; Ringle et al., 2015; Sarstedt et al., 2019).

The results show that all HRMP dimensional variables, a mediating variable-POS, were important in explaining the job satisfaction as they have an excellent importance-performance score (see Table 35). Additionally, results indicate that the performance appraisal had much influence on job satisfaction (0.374), followed by POS (0.340), training and development (0.326), and compensation and benefits (0.187). However, recruitment and selection had the lowest score of 0.117.

Table 35

Importance -Performance Map Analysis Results

Independent, and Mediating Variables	Variable's Total Effect (Importance)	Variable's Index Values (Performance)
Recruitment and Selection	0.117	63.373
Performance Appraisal	0.374	65.509
Training and Development	0.326	62.180
Compensation and Benefits	0.187	68.322
Perceived Organisational Support	0.340	64.274

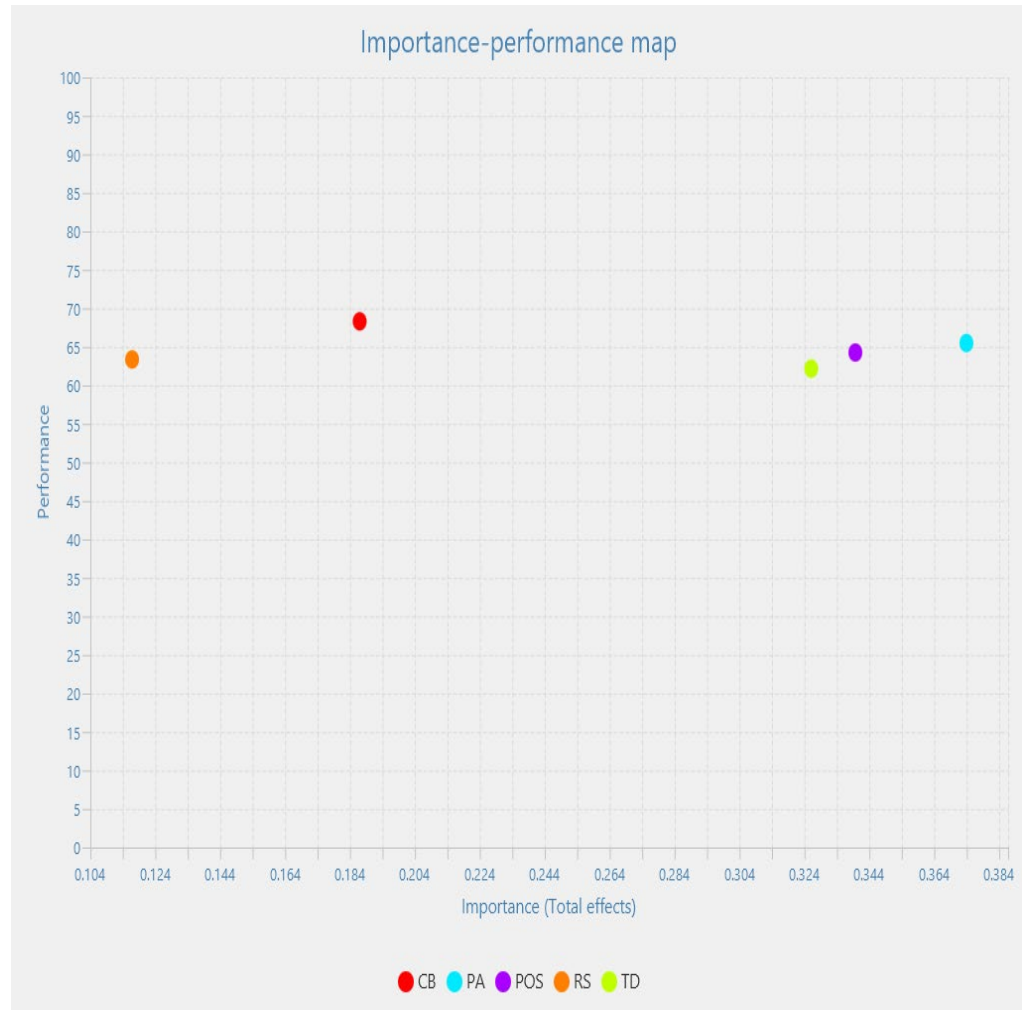
Note: N=372

Further, the IPMA results show that compensation and benefits scored the highest performance value (68.322), followed by performance appraisal (65.509) and POS (64.274). Although recruitment and selection have scored the lowest value of importance in explaining job satisfaction, they have scored a higher performance score (63.373) than training and development (62.180). This signifies that recruitment and selection a critical factors in ensuring that

the job satisfaction at public transportation parastatals is achieved (see figure 7).

Figure 7

Importance -Performance Map Analysis Graph.



Source: Extracted from SmartPLS Software

Furthermore, as the importance scores of all predictor variables do not contain zero, these results imply that the efforts of the policy makers and managers of public transportation parastatals to improve HRMP dimensions and POS have displayed positive results in enhancing job satisfaction. Therefore, these IPMA results are essential for policy implications, as discussed in Chapter Five (5).

4.10 Chapter Summary

This chapter describes in detail the process of gathering quantitative data using self-administered questionnaires for the main study. After data collection, a preliminary data analysis was done using IBM SPSS version 25. This crucial activity involved data screening or examination, and calculation of descriptive statistics. The data examination activities took place to determine possible outliers, missing data, suspicious response patterns, and data nonnormality. Then, descriptive statistics for the respondents' profiles and key study variables were presented.

Later, the main data analysis for the PLS-SEM using SmartPLS version 4 was done to determine both the measurement and structural model results. The measurement model assessment results show that the current study's indicators and constructs met the required minimum reliability and validity scores. Therefore, no indicator was deleted. After the satisfaction of the measurement model, the structural model was estimated. The results show that eight (8) hypotheses for the direct relationships were significant and supported, while one (1) direct relationship (RS→JS) was insignificant and therefore not supported.

All four (4) indirect hypotheses were supported and confirmed. These results show that POS significantly mediates the relationship between HRMP dimensional variables (recruitment and selection, training and development, performance appraisal, and compensation and benefits) and job satisfaction. Furthermore, the mediation results show a unique finding of the mediation role

of POS. That POS fully mediated the relationship between recruitment and selection and job satisfaction.

In addition, the moderation role of managers' trustworthiness in the relationship between POS and job satisfaction was determined. The results show that hypothesis H5 was supported and confirmed as managers' trustworthiness moderated this relationship. This finding adds value to the POS, trustworthiness, and job satisfaction literature. The last part of this chapter presented the model fitness, PLSpredict, and IPMA results. These results show that the current study's model is excellent in fitness and has a high out-of-sample predictive ability (PLSpredict results). Conclusively, all the HRMP dimensional variables, POS, and trustworthiness are essential in predicting job satisfaction.

CHAPTER FIVE

DISCUSSION, IMPLICATIONS, AND CONCLUSION

5.0 Introduction

This chapter discusses the accomplishments of the study's objectives and the implications of the findings for advancing knowledge in human resource management literature and planning appropriate policies for the future. It also outlines the current study's limitations and recommends possible areas for improvement in future research. Finally, the chapter concludes with final remarks.

5.1 The Accomplishment of the Research Objectives

This research assesses the direct and indirect relationship between HRMP dimensional variables and job satisfaction at Tanzanian public transport parastatals. Further, the study examined the moderating role of managers' trustworthiness with POS and job satisfaction at the parastatals. To accomplish this objective, quantitative data were collected and analysed to meet the specific objectives. Accordingly, the bootstrapping results support achieving and completing the current study's research objectives. The summary of the results and the accomplishment of the research objectives are shown in Appendix 2. The following subsections present discussions of the results and achievements of each specific objective.

a) The Accomplishment of the First Research Objective

The first objective was to examine the direct positive effects of each HRMP dimensional variable – recruitment and selection, training and development, performance appraisal, and compensation and benefits – on employees' job satisfaction in Tanzanian public transportation parastatals. Four hypotheses (H1a, H1b, H1c, and H1d) were formulated and tested to achieve this. The bootstrapping results show that three hypotheses, H1b, H1c, and H1d, were supported, while one hypothesis, H1a, was not. The findings related to hypotheses H1b, H1c, and H1d align with the principle of reciprocity as described by Social Exchange Theory (Blau, 1964). Overall, the results concerning all four hypotheses demonstrate that the first objective was accomplished. The following subsections will discuss the supported hypotheses, followed by an exploration of the unsupported hypothesis.

i) Recruitment and Selection and Job Satisfaction (H1a)

Compared with the other hypotheses, H1a is not supported, as the relationship between recruitment and selection practices and job satisfaction is non-significant at the 0.05 level. This non-significant relationship can be attributed to the highly centralised and standardised nature of hiring in Tanzania's public sector. Recruitment and selection in public parastatals and other public institutions are handled by the Public Service Recruitment Secretariat (PSRS), meaning individual institutions and prospective employees have limited involvement in the process (Deogratias, 2025; Massae, 2023). Consequently, employees in public transportation parastatals do not see the recruitment

process as connected to their overall job satisfaction (Bendera et al., 2025). Since the system is largely procedural and rule-driven, it is often perceived as an administrative formality rather than a motivating factor (Deogratias & Tefurukwa, 2024; Kessy, 2023), which diminishes its impact on how satisfied employees feel in their jobs.

Additionally, the findings of this study show that job satisfaction in public transportation parastatals tends to be driven more by post-entry (i.e., post-recruitment and selection) experiences such as competitive compensation and benefits, effective performance appraisal systems, and robust training and development opportunities. This highlights the greater importance of operational HRMP over pre-employment (recruitment and selection) processes in shaping employee satisfaction. This interpretation aligns with existing literature, which shows that once employees have entered the organisation, the direct impact of recruitment and selection diminishes, and attention shifts to factors that affect their day-to-day work and growth, such as job autonomy, higher salaries, clarity of responsibility and fair performance appraisals, psychological well-being, and opportunities for career development (Bal et al., 2014; Kacmar et al., 2009; Kooij et al., 2010; Wright et al., 2000; Wright et al., 2007). Post-recruitment HRMP shapes employees' experiences and satisfaction by providing meaningful engagement, support, and development opportunities, which are far more salient than the procedural aspects of hiring (Bendera et al., 2025; Kamran et al., 2025). Consequently, recruitment and selection processes have limited direct influence on job satisfaction in this context.

Furthermore, literature indicates that positive post-recruitment experiences, particularly within the same organisation, often lead employees to develop psychological contracts with their employers (Ng & Feldman, 2010; Wright et al., 2007). These contracts are shaped by ongoing interactions with managers and colleagues, the achievement of strong performance, and access to learning and development opportunities, all of which can positively influence job satisfaction. Consequently, employees' satisfaction tends to be affected less by the promises or expectations set during the recruitment and selection process and more by their lived experiences within the organisation (Wright et al., 2000; Wright et al., 2007).

The current study's results are inconsistent with some past studies' results in Kenya (Koech et al., 2020), India (Gopinath & Shibu, 2014; Javed et al., 2019; Mukherjee & Yadav, 2020; Sareen, 2018), Ghana (Emelia et al., 2022), Japan (Gamage, 2014) and Serbia (Slavković et al., 2018). In these studies, recruitment and selection practices were positively related to the job satisfaction of employees in the studied contexts. Possibly, recruited employees felt satisfied when they passed the admission test during the selection process, and they were selected based on merit or having outstanding performance that the organisations were looking for (Emelia et al., 2022; Mukherjee & Yadav, 2020; Slavković et al., 2018). Additionally, due to transparent and unbiased recruitment and selection processes, organisations achieved employee-employer fit as the selected employees had the right abilities, values, and ambitions that mapped the companies' mission and goals. This perfect match enhanced employees' job satisfaction (Gamage, 2014; Javed et al., 2019; Jawaad et al., 2019; Koech et al., 2020).

However, the non-significant relationship between recruitment and selection practices and job satisfaction found in this study aligns with the results of previous studies conducted by Bharadwaj (2015), Sunatar (2023) and Kisumbe (2019) in Indonesia and Tanzania, respectively. A likely explanation for these findings is that not all employees involved in the studies were recruited and selected through fair, unbiased, and transparent centralized processes. This inconsistency can lead to lower job satisfaction among certain groups of respondents (Kisumbe, 2019). Consequently, this variation in experiences among respondents contributed to the non-significant relationship between recruitment and selection practices and job satisfaction.

ii) Training and Development and Job Satisfaction (H1b)

The results for H1b demonstrate a positive and direct relationship between training and development practices and the job satisfaction of employees working at public transportation parastatals in Tanzania, thereby supporting H1b. This support suggests that employees are more likely to experience high levels of job satisfaction when they are provided with training opportunities that help to enhance their range of work-related skills and abilities. Furthermore, the support of H1b indicates that training and development programs specifically designed to meet the needs of both employees and the parastatals can help employees become more competent. Consequently, this improvement in competence leads to increased job satisfaction and performance.

These findings align with the research conducted by Cherif (2020), Badrea et al. (2021), and Mampuru et al. (2024), which tested the relationship between training and development and job satisfaction among employees working in the banking industry and higher learning institutions in Saudi Arabia, India, and South Africa, respectively. In their studies, employees reported high satisfaction after participating in well-structured training and development programs, as a training need analysis informed them. These programs allowed employees to enhance their skills, knowledge, and competencies, resulting in greater productivity (Badrea et al., 2021; Cherif, 2020; Mampuru et al., 2024).

The results of the current study for H1b contradict previous findings from studies conducted in Bangladesh (Islam et al., 2018), Indonesia (Sumarsid et al., 2020), and Jordan (Amarneh & Muthuveloo, 2020), which indicated that training and development practices do not correlate with job satisfaction. In the research by Islam et al. (2018), some respondents viewed training and development as not being a crucial resource for enhancing their job satisfaction. Similarly, Amarneh and Muthuveloo (2020) and Sumarsid et al. (2020) found no relationship between training and development and job satisfaction. This may be attributed because some respondents, particularly those working in hotels and private hospitals, performed routine tasks that did not require regular training and development programs.

iii) Performance Appraisal and Job Satisfaction (H1c)

The bootstrapping results for hypothesis H1c indicate a positive relationship between performance appraisal and job satisfaction, thereby supporting H1c. This suggests that employees are more likely to experience positive job

satisfaction when an adequate performance appraisal system is in place. An effective performance appraisal system requires that employees understand the organisation's performance appraisal criteria and facilitate open communication regarding setting and evaluating their performance objectives. Additionally, the findings indicate that employees are likely to experience higher job satisfaction if they receive performance-based feedback that helps them implement initiatives for performance improvement.

These results align with studies conducted by Ismail et al. (2022), Kurdi et al. (2021), and Pungnirund et al. (2020), which demonstrated that job satisfaction increases when workers are involved in establishing performance criteria and evaluations in Malaysia, the United Arab Emirates, and Thailand, respectively. This collaborative approach enhances communication between management and staff, increasing job satisfaction (Amarneh & Muthuveloo, 2020; Badrea et al., 2021). Furthermore, providing employees with performance-based feedback and counselling aids in improving their work performance and addressing their weaknesses, which ultimately boosts future job satisfaction (Maharmeh, 2021; Nawi & Ismail, 2021).

The positive relationship between performance appraisal and job satisfaction (H1c) in this study is contradicted by studies conducted in the United Kingdom (Dasanayaka et al., 2021) and India (Agarwal & Mehta, 2014). Not all employees in Dasanayaka et al.'s (2021) study believe their work performance was assessed objectively, particularly for roles involving unquantifiable traits like empathy or a willingness to assist colleagues. The criteria for measuring intangible work performance were often unclear and biased.

Furthermore, while employees generally prefer performance appraisal results that are objective and quantifiable, those with lower appraisal scores might hesitate to associate their scores with bonuses or salary increases (Agarwal & Mehta, 2014). The hypothesis tends not to be supported when some respondents feel that their tangible and intangible work performances are not evaluated objectively. Additionally, some employees may struggle to meet job expectations due to the adverse effects of external factors, such as burnout, even if their work performance has been objectively assessed.

iv) Compensation and Benefits and Job Satisfaction (H1d)

The findings for H1d reveal a direct and positive relationship between compensation and benefits practices and employees' job satisfaction, thus supporting H1d. This support indicates that employees' job satisfaction levels will improve if public transportation parastatals enhance their compensation and benefits packages. Specifically, offering salaries, incentive schemes, and benefits slightly higher than those provided by other public institutions, such as higher education institutions and local governments, can increase job satisfaction.

Furthermore, the support for H1d suggests that employees will feel a stronger sense of job satisfaction if they are compensated adequately and fairly based on their contributions to the parastatals. These findings align with the results of other studies by Baniamin et al. (2024), Mabaso and Dlamini (2021, Hee and Jing (2018), Purwanto (2020), and Sepahvand and Khodashahr (2021). The

results from these studies indicate that job satisfaction increases when workers perceive that their time and effort are valued and when they receive fair compensation along with benefits and incentives, such as paid time off, flexible scheduling, and health insurance comparable to that offered by similar organisations. Additional support for these findings is also evident in separate studies conducted on employees in health facilities in Turkey (Kuzey, 2018) and in hotels in Indonesia (Sumarsid et al., 2020).

In contrast, several studies conducted in Pakistan (Hina et al., 2014), South Africa (Mabaso & Dlamini, 2021), Ghana (Yamoah, 2014), and France (Igalens & Roussel, 1999) found that compensation and benefits were not significantly related to job satisfaction. Employees may not have perceived their compensation and benefits practices as fair. Furthermore, job satisfaction reports can be inconsistent when organisations provide employees with the same compensation and benefits packages, regardless of their work performance and contributions (Hina et al., 2014; Yamoah, 2014).b)

b) The Accomplishment of the Second Research Objective

The second objective focuses on analysing the direct positive impact of each HRMP dimensional variable – recruitment and selection, training and development, performance appraisal, and compensation and benefits – on employees' perceived organisational support. Four hypotheses (H2a, H2b, H2c, and H2d) were formulated and tested to address this objective. The results indicate that all four hypotheses were supported and confirmed. The findings for hypotheses H2a, H2b, H2c, and H2d align with the principle of reciprocity as outlined by Social Exchange Theory (Blau, 1964). Consequently, the second

objective has been achieved. Detailed discussions regarding the results of each specific hypothesis will follow in the subsequent subsections.

i) Recruitment and Selection and Perceived Organisational Support (H2a)

The results for hypothesis H2a indicate a positive and direct relationship between recruitment and selection practices and perceived organisational support among employees at public transportation parastatals in Tanzania. Therefore, hypothesis H2a is supported. This suggests that the Tanzanian government's efforts to decentralize hiring activities in public parastatals have streamlined and expedited the hiring process. As a result, recruitment procedures are completed more quickly, allowing employees ample time for induction training, which is essential for fostering a positive impression that the parastatals care about their staff. Moreover, job descriptions and other vital information are provided promptly, ensuring employees understand their duties and responsibilities before they begin work. Collectively, these initiatives have enhanced the perception of organisational support among employees working in Tanzania's public transportation parastatals.

The results for H2a align with findings from previous studies that highlight a significant relationship between recruitment and selection practices and perceived organisational support among employees in various countries, including China (Mayes et al., 2016), Nigeria (Gadi & Kee, 2018), Bangladesh (Rubel et al., 2020), and Finland (Khoreva et al., 2018). These studies indicated that employees' perception of organisational support improved when they were given clear job descriptions and essential information during the hiring process

(Mayes et al., 2016). They also noted that implementing equitable and standardized staffing procedures (Gadi & Kee, 2018) and merit-based staff appointments (Khoreva et al., 2018) contributed positively to this perception. However, the researcher found no past studies that reported a non-significant relationship between recruitment and selection practices and perceived organisational support. So, no explanations for inconsistencies have been provided.

ii) Training and Development and Perceived Organisational Support (H2b)

The bootstrapping results for H2b indicate a direct and positive relationship between training and development practices and perceived organisational support, thus supporting H2b. This support implies that when organizations provide training and development programs that enable employees to acquire new skills and knowledge, it enhances their ability to perform their duties confidently. Employees will likely perceive their organisation as supportive and caring about their well-being.

Furthermore, employees feel valued and cared for when these training and development programs are informed by a training needs analysis. This process involves collaboration between employees and their managers, ensuring that the training programs are not merely imposed from the top down. Instead, employees actively identify the appropriate training to address their specific knowledge and skills gaps. As a result, they may feel that their organizations respect and consider their opinions and suggestions, leading to increased levels of perceived organisational support. This study's findings align with research

conducted in Nigeria (Kura et al., 2019), Belgium (Pohl et al., 2017), and Indonesia (Winarno et al., 2022).

The results of the current study for hypothesis H2b differ from the findings of Lee and Chui's (2019) study in Malaysia. The lack of a significant relationship between training and development practices and perceived organisational support may be attributed to the infrequent implementation of training and development programs in the studied hospitals. These programs were often only organized when specific needs arose (Lee & Chui, 2019). As a result, employees who view training and development as crucial resources for enhancing their work-related knowledge and skills may feel disappointed.

iii) Performance Appraisal and Perceived Organisational Support (H2c)

The results for H2c indicate a direct and positive relationship between performance appraisal practices and perceived organisational support, supporting H2c. This suggests that involving employees in setting and evaluating performance standards and providing timely feedback can lead employees to view their parastatal as supportive and concerned for their well-being. Additionally, the support of H2c implies that performance improvement initiatives, such as counselling and training offered to employees following formal performance reviews, can enhance their perception of organisational support. These findings are consistent with previous studies conducted in the Netherlands (Uysal, 2019; van Woerkom & Kroon, 2020), Pakistan (Rehman et al., 2018), and Malaysia (Ismail et al., 2022).

The support for hypothesis H2c contradicts the findings of a previous study by Mayes et al. (2016). In that study, some respondents reported feeling that their work performance was unfairly evaluated, particularly in areas subject to the evaluator's discretion, such as empathy and friendliness. Additionally, biases and inconsistencies in the performance appraisal process diminished employees' perceptions of organisational support in private firms in China. The study also noted that China's shift in evaluation standards - from political considerations to performance-based metrics - might still be too recent to impact employees' attitudes significantly (Mayes et al., 2016). In contrast, the circumstances in China differ from those in Tanzania, so the relationship between performance appraisal and perceived organisational support in this study is positive and significant.

iv) Compensation and Benefits and Perceived Organisational Support (H2d)

The results for H2d indicate a positive and direct relationship between compensation and benefits practices and perceived organisational support. Therefore, hypothesis H2d is supported. This suggests that effectively implementing compensation and benefits systems enhances employees' perception of organisational support. Specifically, employees in parastatals are likely to feel more supported when they receive equitable and fair compensation based on their performance and consistent with industry standards, allowing them to meet living expenses. The findings for hypothesis H2d align with previous empirical studies conducted in Canada (Silbert, 2005), Indonesia (Winarno et al., 2022), South Africa (Sealome & Chipunza, 2020), and Bangladesh (Rubel et al., 2020).

The results for H2d are inconsistent with findings from a previous study by Lee and Chui (2019), which examined the relationship between compensation and benefits and perceived organisational support among nurses in a private hospital in Malaysia. The study revealed that some employees believed the compensation and benefits packages were unfair compared to the time and effort they contributed. Furthermore, they felt that their compensation and benefits were not competitive with industry standards (Lee & Chui, 2019).

c) The Accomplishment of the Third Research

Objective

The third objective was to examine the direct positive effect of employees' perceived organisational support on their job satisfaction. To achieve this, hypothesis H3 was formulated and assessed. The results indicated that H3 was supported, meaning job satisfaction increases when employees believe their organisation cares about their perspectives and well-being. This finding suggests that enhancing employees' perceived organisational support could positively boost job satisfaction at public transportation parastatals in Tanzania. Consequently, the third objective was accomplished.

The support of H3 is not only aligned with the principle of reciprocity, as explained by Social Exchange Theory (Blau, 1964), but also resonates with previous empirical studies. These studies have shown that improving working conditions (Alcover et al., 2018; Maan et al., 2020), frequent and open communication between management and employees (Amponstira, 2023; Kambara et al., 2023; Pirrotta et al., 2024; Takatsuka & Yimcharoen, 2021),

and supporting employees financially and morally (Alam et al., 2022; Bernarto et al., 2020) can enhance employees' perceived organisational support, thereby increasing their job satisfaction. However, the researcher did not identify past studies that reported a non-significant relationship between perceived organisational support and job satisfaction. As a result, explanations for any inconsistencies in the findings are not provided.

d) The Accomplishment of the Fourth Research

Objective

The fourth objective examined the mediating effects of employees' perceived organisational support on the relationship between HRMP dimensional variables and job satisfaction. Four hypotheses (H4a, H4b, H4c, and H4d) were formulated to address this objective. The results indicated that all four hypotheses were supported and confirmed. Thus, perceived organisational support mediates the relationships between HRMP dimensional variables and job satisfaction. These findings align with the principle of reciprocity as outlined by Social Exchange Theory (Blau, 1964). Consequently, this objective was achieved. A discussion of the results for each hypothesis is provided in the following subsections.

i) Recruitment and Selection, Perceived Organisational Support and Job Satisfaction (H4a)

The bootstrapping results for H4a indicate that perceived organisational support mediates the relationship between recruitment and selection practices and job satisfaction, therefore supporting H4a. The results show that the impact of recruitment and selection on job satisfaction is primarily transferred through

POS rather than directly. POS is essential because it increases the emotional connection that exists between the parastatals and their employees. Due to the bureaucratic character of parastatals, which entails following strict and defined procedures, recruitment and selection procedures do not immediately improve job satisfaction unless workers feel that they are receiving continuous support that enhances their experience in the parastatals.

Specifically, these results imply that effectively implementing recruitment and selection practices can enhance perceived organisational support, leading to higher levels of job satisfaction among employees in public transportation parastatals in Tanzania. Furthermore, the results suggest that the government's efforts to decentralise recruitment and selection activities within these parastatals will expedite the recruitment and selection processes. As a result, newly recruited employees will have sufficient time to undergo induction training and familiarize themselves with the organisation. Consequently, their feelings of perceived organisational support and job satisfaction are likely to improve.

The support of H4a aligns with past studies conducted in China (Mayes et al., 2016) and Thailand (Pungnirund et al., 2020). Past studies generally indicate that effective implementation of recruitment and selection practices assists employees in developing perceived organisational support (Gadi & Kee, 2018; Khoreva et al., 2018; Rubel et al., 2020). In turn, perceived organisational support is known to impact job satisfaction positively (Alcover et al., 2018; Bernarto et al., 2020; Maan et al., 2020). Therefore, recruitment and selection

practices will positively influence perceived organisational support and indirectly increase job satisfaction through this support.

The support of hypothesis H4a differs from the findings of Mayes et al. (2016) and the study by Pungnirund, Techarattanased, and Mutakalin (2020). These studies found that perceived organisational support *partially* mediates the relationship between recruitment and selection, and job satisfaction in China and Thailand. A possible reason for this difference is that respondents in these two studies included employees and managers. As a result, managers' views may have overshadowed those of regular employees regarding their perception of organisational support, weakening the effects of perceived organisational support. Since managers and employees may have different perceptions of organisational support, when perceived organisational support was designated as a mediator, it had less influence on job satisfaction, allowing recruitment and selection to continue directly impacting job satisfaction.

In contrast, the present study only surveyed non-managerial employees, meaning employees' perceptions of organisational support were more prominent. Consequently, this diminished the direct effects of recruitment and selection on job satisfaction. Therefore, perceived organisational support fully mediated the relationship between recruitment and selection and job satisfaction in this study. It suggests that recruitment and selection indirectly enhance job satisfaction through perceived organisational support. However, the researcher has not identified any previous studies indicating that perceived organisational support does not mediate the relationship between recruitment

and selection and job satisfaction. So, unfortunately, no explanations exist for these inconsistencies.

ii) Training and Development, Perceived Organisational Support, and Job Satisfaction (H4b)

The current study's result demonstrates that perceived organisational support partially mediates the relationship between training and development and job satisfaction, supporting hypothesis H4b. This suggests that enhancing training and development programs can increase employees' perceived organisational support, boosting their job satisfaction. Additionally, it indicates that improving training and development practices will help employees enhance their skills, knowledge, and competencies. As a result, employees are likely to develop a positive perception of perceived organisational support, leading to increased job satisfaction within public transportation parastatals in Tanzania. Furthermore, in line with the research results of Pohl et al. (2017), employees perceive their employers to be courteous when parastatals commit resources to their professional development. As a result, this effort greatly increases workers' job satisfaction.

These findings align with studies by Mayes et al. (2016) and Pungnirund et al. (2020), conducted in China and Thailand, respectively. However, the researcher could not find previous studies demonstrating a lack of mediating effect of perceived organisational support between training and development and job satisfaction. Consequently, explanations for these inconsistencies remain unprovided.

iii) Performance Appraisal, Perceived Organisational Support and Job Satisfaction (H4c)

The current study's findings indicate that perceived organisational support *partially* mediates the relationship between performance appraisal and job satisfaction, supporting hypothesis H4c. This suggests that improving the performance appraisal system in public transportation parastatals can enhance job satisfaction. Additionally, the results for H4c highlight that an effective performance appraisal system, characterized by fair and honest communication between managers and staff, can increase perceived organisational support and, in turn, boost job satisfaction.

Furthermore, in line with a past study's result by Mayes et al. (2016), a well-designed performance management system that encourages transparency throughout the assessment process fosters favourable opinions of POS, which raises job satisfaction. This support for H4c aligns with studies by Pungnirund et al. (2020) in Thailand. In this study, employees benefited from an open and participative performance appraisal system, improving their perceived organisational support and heightened job satisfaction.

However, the current study's results for H4c differ from those of Mayes et al. (2016) regarding the nature of mediation. Mayes et al. (2016) found that perceived organisational support *fully* mediated the relationship between performance appraisal and job satisfaction, as there was no significant direct relationship between these two variables. The current researcher did not find past studies indicating that perceived organisational support does not mediate

the relationship between performance appraisal and job satisfaction. Therefore, no explanations for these inconsistencies are provided.

iv) Compensation and Benefits, Perceived Organisational Support, and Job Satisfaction (H4d)

Finally, the results of the current study indicate that perceived organisational support *partially* mediates the relationship between compensation and benefits practices and job satisfaction. This supports hypothesis H4d. It suggests that respondents from the surveyed public transportation parastatals will experience increased perceived organisational support if compensation and benefits practices are improved, leading to higher job satisfaction. Thus, it validates the social exchange theory's principle of reciprocity (Blau, 1964). Furthermore, a fair and adequate compensation and benefits system that rewards employees for their time and energy—preferably at a higher rate than their industry counterparts—could enhance their sense of perceived organisational support, boosting job satisfaction.

These findings align with those of Mayes et al. (2016) and Pungnirund et al. (2020), who found that perceived organisational support *partially* mediates the relationship between compensation and benefits and job satisfaction in China and Thailand, respectively. The respondents in these studies likely received attractive compensation and benefits packages, fostering their sense of perceived organisational support and enhancing their job satisfaction. The current research did not find any past studies that indicate perceived organisational support does not mediate this relationship, so no explanations for inconsistencies are provided.

e) The Accomplishment of the Fifth Research

Objective

The last objective, objective five, was to evaluate the moderating effects of the trustworthiness of managers on the relationship between perceived organisational support and job satisfaction. As indicated in Table 4.15, managers' trustworthiness significantly moderated the positive relationship between perceived organisational support and job satisfaction ($\beta = 0.036$; $p < 0.05$; $t\text{-value} = 1.753$). Therefore, hypothesis H5 is supported.

This finding suggests that an increase in the trustworthiness of managers strengthens the positive relationship between perceived organisational support and job satisfaction at public transportation parastatals in Tanzania. In particular, the inclusion of trustworthiness as a moderator resulted in an 8.4% rise in job satisfaction (refer to the changes in the R^2 in the moderation results). This upsurge emphasises how crucial managers' trustworthiness is in boosting the positive impact of POS on workers' job satisfaction. Additionally, the above results imply that when managers make positive efforts to appear more trustworthy, employees' perceptions of managers' trustworthiness improve. As a result, employees in Tanzanian parastatals who experience significant levels of perceived organisational support are likely to have higher job satisfaction when they perceive their managers as trustworthy.

The results for H5 are supported by the perspective of Social Exchange Theory (Blau, 1964), which posits that employees reciprocate favours to their employers by demonstrating positive work attitudes and behaviours, including showing organisational support (Ertürk & Albayrak, 2019; Rubel et al., 2018).

In this context, managers' trustworthiness enhances the quality of the reciprocal social exchange relationship between them and their staff, fostering harmonious relationships that increase job satisfaction through fair and trustworthy exchanges (Ertürk & Albayrak, 2019; Rehman et al., 2019; Rubel et al., 2018). This indicates that the trustworthiness of managers plays a crucial moderating role in these relationships (Grant & Sumanth, 2009; Humayun & Siddiqui, 2023).

Moreover, support of H5 is consistent with the related study by Ko and Hur (2014), which found that the trustworthiness of managers moderates the relationship between procedural justice and job satisfaction. However, the results of these two studies differ. In Ko and Hur's study, the relationship between procedural justice and job satisfaction was stronger when managers' trustworthiness was low, which contradicts the principle of reciprocity as explained by Social Exchange Theory; no reasons were given for these findings.

In contrast, the current study's findings indicate that the relationship between perceived organisational support and job satisfaction is strengthened when the managers' trustworthiness increases, aligning with the reciprocity principle of Social Exchange Theory (Blau, 1964). Employees tend to perceive their managers as trustworthy due to their required skills and knowledge (ability), their concern for employee well-being (benevolence), and their sense of justice and fairness in actions and decisions (integrity). All these factors increase employees' perceived organisational support and improve their job satisfaction.

The current researcher did not find previous studies indicating that managers' trustworthiness does not moderate the relationship between perceived organisational support and job satisfaction. Thus, explanations for inconsistencies could not be discussed. The results for H5 in this study demonstrate the potential for managers' trustworthiness to serve as a moderator in future studies involving work-related attitudes and behaviours. Consequently, these findings contribute to the literature on trustworthiness, perceived organisational support, and job satisfaction.

In summary, the current study developed and tested fourteen (14) hypotheses to address the five objectives outlined above. The following subsections will provide explanations of the implications of these findings.

5.2 Implications of Study Results

The findings of the current study carry theoretical, contextual, and practical policy implications, which are outlined in the following subsections.

5.2.1 Theoretical Implications

The current study offers several key theoretical contributions. First, it extends Social Exchange Theory (SET) by demonstrating its robustness in explaining complex workplace exchange relationships within developing African contexts and public-sector parastatals. The findings show that when organisations effectively implement HRMP dimensions, employees perceive higher organisational support, which in turn enhances their job satisfaction. This confirms that HRMP and POS operate as key social resources within the exchange process. Additionally, aligning with the principle of reciprocity

(Blau, 1964), the study reinforces that employees who feel supported and satisfied are more likely to reciprocate through improved commitment and effort toward organisational goals. This adds to SET by providing empirical evidence from Tanzania's public transportation parastatals, where such relationships have been underexplored.

Second, the study advances SET by establishing managerial trustworthiness as a critical social condition that shapes the quality of exchange relationships. The results show that trustworthiness strengthens the positive effect of POS on job satisfaction, underscoring its importance as a moderator. Importantly, the study provides a meaningful contribution by identifying the boundary conditions under which managerial trustworthiness may enhance, weaken, or have limited influence on the POS–job satisfaction relationship. This insight deepens the theoretical application of SET by showing that supportive organisational practices alone are not sufficient. Thus, employees' perceptions of managerial trustworthiness determine the strength of the exchange process.

Third, by empirically demonstrating the reciprocal interactions between organisational practices (HRMP), employee perceptions (POS), and managerial characteristics (trustworthiness), the study contributes a more integrated understanding of how these elements jointly affect job satisfaction in public-sector settings. This integrated model enriches the application of SET by showing that mutual trust, supportive practices, and consistent managerial behaviour are essential components of a trustworthy social exchange environment.

Fourth, although earlier research has explored links between HRMP dimensions and job satisfaction, this study is the first in Tanzania's public sector to simultaneously examine multiple HRMP dimensions (recruitment and selection, training and development, performance appraisal, and compensation and benefits), the mediating role of perceived organisational support (POS), and the moderating role of managers' trustworthiness within one integrated model. By assessing several HRMP dimensions together (unlike previous studies in Tanzania that examined only one or two), this study offers a more comprehensive and accurate understanding of how HRMP practices shape employee outcomes. Consequently, it presents a novel and reliable conceptual framework that expands knowledge of the intricate interrelationships among HRMP, POS, managerial trustworthiness, and job satisfaction in public-sector parastatals.

Fifth, the study advances the limited body of research on perceived organisational support (POS) as a mediator between HRMP and job satisfaction, particularly within developing-country public sectors where such empirical evidence remains scarce. The findings clearly establish POS as a powerful and significant mediating mechanism, demonstrating that employees who experience higher levels of organisational support are more likely to develop stronger job satisfaction. This underscores the critical role of POS as a strategic lever through which HRMP practices translate into positive employee outcomes.

Sixth, the findings provide valuable comparative insights into the relative influence of each HRMP dimension on job satisfaction. Recruitment and

selection contribute to job satisfaction only indirectly through POS, whereas training and development, performance appraisal, and compensation and benefits show both direct and indirect effects. Effect size (f^2) analysis further reveals that training and development and compensation, and benefits exert stronger direct effects on job satisfaction. At the same time, performance appraisal demonstrates a more pronounced indirect effect mediated by POS. These distinctions deepen our understanding of how individual HRMP dimensions operate and contribute to job satisfaction, thereby enriching organisational behaviour literature with more nuanced evidence on the differential impact of HRMP practices.

Seventh, the study addresses a significant gap in the literature, as empirical research examining the moderating role of managers' trustworthiness on the POS–job satisfaction relationship is extremely limited. Previous work, such as Ko and Hur (2014), explored trustworthiness only as a unidimensional construct and within a different framework, linking procedural justice to job satisfaction. However, procedural justice and POS are conceptually distinct: procedural justice concerns the fairness of organisational processes (Cangiotti & Loi, 2022; Colquitt et al., 2001; Chan et al., 2023; Cunha, 2024; Islami et al., 2024; Johnson et al., 2024; Mubashar et al., 2023; Pathardikar et al., 2023), whereas POS reflects employees' perceptions of organisational care and value (Msuya, 2023; Peng et al., 2023; Rhoades & Eisenberger, 2002). By recognising this distinction, the current study becomes one of the first to investigate managers' trustworthiness as a multidimensional construct moderating the relationship between POS and job satisfaction.

Finally, these discussions include recommendations for future researchers regarding a non-supported hypothesis, H1a. It is inappropriate to advise policymakers based on a non-significant hypothesis, as insufficient evidence supports the positive direct relationship between recruitment and selection, and job satisfaction. In selecting respondents for the current study, the researcher focused on employees with at least one year of work experience. However, this decision may have contributed to the non-significant relationship between recruitment and selection and job satisfaction. Most respondents (201, or 56%) had more than five years of work experience. As a result, how they were recruited and selected may no longer influence their current job satisfaction. Future researchers interested in examining the relationship between recruitment and selection practices and job satisfaction should consider the level of work experience when selecting their respondents. It is advisable to choose individuals who have been with the organisation for less than one year, as they are still new to the job. In this case, the manner of recruitment and selection may still impact their job satisfaction. By considering these factors, future researchers can provide deeper insights into the relationship between recruitment and selection practices and job satisfaction.

5.2.2 Practical and Policy Implications

The current study's hypotheses testing, and the Importance-Performance Matrix Analysis (IPMA) results can provide valuable and practical insights to policymakers aimed at improving strategies and programs to enhance employee job satisfaction. Although some attempts have already been made to improve policies regarding HRMP dimensional variables, further advancements are necessary to formulate and implement these practices.

Moreover, the results of this study confirm that perceived organisational support is a crucial mediator in the relationship between HRMP dimensional variables and job satisfaction. Therefore, policymakers need to focus on enhancing perceived organisational support. Additionally, the trustworthiness of managers requires further improvements, as it moderates the relationship between perceived organisational support and job satisfaction. The following sections will detail how policymakers can enhance significant HRMP dimensional variables (except the recruitment and selection dimension), perceived organisational support, and the trustworthiness of managers based on the measurement items used in this study. The terms “policymakers” and “managers” will be used interchangeably in these subsections to convey a similar meaning.

a) Improving the Human Resource Management Practices

The results in Table 30 show that the direct relationship between recruitment and selection practices and job satisfaction is not significant. However, recruitment and selection practices significantly indirectly affect job satisfaction through perceived organisational support. Therefore, no recommendations are given to improve recruitment and selection practices; instead, explanations on enhancing employees’ perceived organisational support to increase job satisfaction are provided in subsection “b.” Therefore, the potential explanations for improving the remaining significant practices are shown below.

First, managers should create tailored training and learning programs based on performance appraisal feedback and training needs assessments to enhance employee development. These programs will help employees improve their skills and knowledge to meet job requirements, boost productivity, and advance their career paths. Additionally, managers can invest in providing employees with equal opportunities for continuous learning. For example, they can offer professional growth opportunities and industry certifications through regular training sessions, online programs, or partnerships with colleges and universities funded by the organization. Moreover, managers can establish coaching and mentorship programs that enable employees to learn from their supervisors or mentors. This approach fosters personal growth and gives employees a clear purpose and direction (Imane & Fatima, 2025; Nunan et al., 2023). For example, managers can pair workers with potential mentors or coaches and encourage them to meet regularly to discuss opportunities, challenges, skill development, and career advancements. This process should align with the mentees' development learning needs and career goals. Finally, managers can implement job rotation for employees, allowing them to understand business operations better while maintaining an engaging and dynamic work environment.

Second, the current study's findings indicate that effectively implementing a performance appraisal system can significantly enhance employees' job satisfaction. Additionally, based on the Importance-Performance Matrix Analysis (IPMA) results reveal that performance appraisal has the highest importance value (0.374), making it the most critical factor in explaining job satisfaction in the public transportation parastatals. To improve performance

appraisal practices, managers should foster open communication when establishing Key Performance Indicators (KPIs) and evaluating employees' performance. This approach will help employees and managers set SMART objectives - Specific, Measurable, Achievable, Relevant, and Time-bound - that are aligned with individual and organisational performance. Moreover, managers can cultivate a positive performance management culture by conducting regular performance reviews weekly, monthly, or quarterly. Frequent feedback allows employees and managers to make timely adjustments and improvements based on constructive criticism rather than waiting for semi-annual or annual reviews (Kis & Tudoran, 2023; Poon, 2023).

Additionally, rather than relying solely on traditional manager-employee meetings for performance evaluations and feedback, managers can implement a 360-degree performance appraisal system. This method allows employees to be assessed by various stakeholders, including peers, supervisors, managers, and subordinates, thus giving a round view, especially on employees' behaviours and attitudes (Pandita, 2025). As a result, this approach increases transparency and reduces potential biases from managers or supervisors in evaluating employee performance, ultimately enhancing job satisfaction (Tambunan et al., 2024).

Third, since compensation and benefits scored the highest value (68.322) in performance according to the Importance-Performance Matrix Analysis, IPMA results, their role in fostering job satisfaction is critical and requires the attention of policymakers. Managers can enhance compensation and benefits practices by offering attractive salaries and benefit packages, and competitive

packages within the industry, while fairly compensating employees for their efforts and contributions to the parastatals. Additionally, investing in performance-based compensation by rewarding the best-performing employees, as recommended in the Controller and Auditor General's report, 2023, can be beneficial. Recognizing and rewarding high performance will motivate those acknowledged and inspire others to improve. This can be achieved through performance-based bonuses, salary increments, letters of appreciation, and public recognition of outstanding employees. Moreover, managers can improve employees' benefits packages by offering comprehensive health insurance and retirement saving plans and introducing wellness initiatives such as subsidized gym memberships and counselling services. Addressing mental health challenges—such as stress and depression—caused by job demands, family pressures, and other socio-economic factors is essential. Establishing counselling programs funded by the organisations can help enhance employees' mental health, making them more stable and productive (Ahmed, 2025).

Finally, managers should invest in practices that promote a healthy work-life balance to increase job satisfaction. This includes providing paid leave, flexible working hours, compassionate leave, and options for remote work, such as working from home on weekends or implementing compressed workdays without impacting compensation. Ultimately, improved compensation and benefits practices will directly impact job satisfaction, as demonstrated by the findings of this study. In conclusion, compensating employees fairly and equitably based on their contributions and helping them meet their living

expenses will enable them to invest more energy and time into their work, thereby enhancing the performance of public transportation parastatals.

b) Improving the Perceived Organisational Support

The results of the current study indicate that perceived organisational support mediates the relationship between the dimensional variables of HRMP and job satisfaction. Therefore, managers in public transportation parastatals should focus on enhancing employees' perceptions of organisational support to improve job satisfaction. Additionally, the Importance-Performance Matrix Analysis, IPMA scores for perceived organisational support (importance = 0.340 and performance = 64.274) highlight its significance in enhancing job satisfaction within public transportation parastatals in Tanzania. Policymakers can consider the following actions to improve perceived organisational support for employees in these organizations.

First, managers should strengthen the practices associated with the dimensional variables of human resource management - specifically training and development, performance appraisal, and compensation and benefits - as discussed earlier. Effectively implementing these HRMP dimensions will help employees feel more supported by their managers and organisations. In turn, this enhanced perception of organisational support will likely lead to higher job satisfaction. Satisfied employees are more inclined to work diligently to achieve high individual and organisational performance (Ateeq et al., 2023; Ardianto et al., 2024; Aziz et al., 2024).

Second, managers should promote open and transparent communication with their employees to foster trustworthy relationships. For instance, adopting an open-door policy can regularly remind employees that managers are approachable individuals, just like them, encouraging open discussion on various matters. Also, improving feedback channels ensures managers and employees receive timely updates and responses (Amponstira, 2023). This could involve regular meetings with employees, either directly or through their representatives, such as trade unions. Additionally, employees should be encouraged to provide feedback to managers through suggestion boxes, surveys, and focus group discussions. Enhancing these feedback channels will build employees' confidence and trust in their managers, increasing their perceived organisational support (Pirrota et al., 2024).

Finally, creating a positive and inclusive organisational culture and work environment is crucial for ensuring employees feel safe, comfortable, and valued in their roles within the parastatals. This can be achieved through several measures. First, embracing diversity and inclusion will make employees feel welcomed, cared for, and respected, regardless of gender, political or religious affiliations, ethnicity, or other differences (Tchamgop, 2025). Managers can facilitate this by organizing training sessions and seminars on equality, cultural sensitivity, and unconscious bias to raise awareness about the importance of diversity.

Second, managers should encourage the formation of formal and informal teams and groups within the parastatals organisation. These teams are essential to enhance performance and promote employee social interactions and

connections, fostering a sense of care, belonging, and support (Coetzee & Hoch, 2024). Ultimately, improving perceptions of organisational support will contribute to higher levels of job satisfaction for employees in public transportation parastatals.

c) Improving the Trustworthiness of Managers

The results of the current study indicate that the trustworthiness of managers plays a crucial role in enhancing the positive relationship between perceived organisational support and job satisfaction. As managers' trustworthiness increases, this relationship strengthens. This finding suggests that managers in public transportation parastatals strive to be more trustworthy to boost job satisfaction among their employees. In addition to enhancing the favourable impact of POS on job satisfaction, managers' trustworthiness is crucial in Tanzania's public transport parastatals since it might result in further advantages when different managerial activities, including HRMP, are employed by trustworthy or reliable managers. These advantages include enhanced team and group productivity (Rego et al., 2013), increased organisational citizenship behaviour (Krosgaard et al., 2022), reduced turnover and turnover intentions (Ren et al., 2024), improved knowledge sharing (Abuelhassan, 2019) and elevated employee engagement and commitment (Liu et al., 2022). Therefore, enhancing managers' trustworthiness in these important public institutions is essential to improve their performance.

Trustworthiness has three essential components: ability, benevolence, and integrity (Mayer et al., 1995; Samuel, 2018; Sutter & Kocher, 2007). As such, improving each aspect of managers' trustworthiness amounts to an overall

improvement of managers' trustworthiness. Below are specific strategies to improve managers' trustworthiness in these areas.

First, managers can enhance their ability by participating in continuous learning initiatives. This includes attending formal and informal training and development programs to update and improve their skills and knowledge. For example, operations managers at Air Tanzania could enrol in a formal training program on current issues in air transportation, such as safety protocols and international agreements. This training would help them to become more knowledgeable and demonstrate trustworthy leadership to their subordinates in operational matters. Additionally, managers are encouraged to seek mentorship and coaching from experienced colleagues or external mentors facilitated by their parastatals.

Second, fostering open and honest communication can enhance managers' benevolence (Iqbal et al, 2025). For example, managers can share important information regarding company profits and losses, strategic plans, and opportunities for individual and organisational growth with employees. Such transparency will help employees feel their managers genuinely care about their well-being. Furthermore, managers can improve work-life balance by ensuring employees do not have to work beyond 7 PM or on weekends unless necessary, allowing them to focus on personal and family time. Managers can significantly increase employees' trust by showing empathy and compassion during difficult times, such as providing emotional or financial support (Bhatti & Alzahrani, 2024; Raina, 2022; Shahi, 2024).

Lastly, managers can improve their integrity by being transparent in their decisions and actions, which fosters a climate of openness among employees. For instance, when managers communicate changes and their reasons in advance, they are likely to receive more significant support from employees who already trust them. Additionally, managers can demonstrate integrity by leading by example. Employees will likely follow suit if managers adhere to high moral standards and principles (Zhang et al., 2024). For example, if managers actively discourage corruption, employees are more inclined to adopt the same viewpoint and participate in efforts against it.

Third, managers can enhance their integrity by taking responsibility for their actions and decisions. Managers who accept accountability and, when necessary, offer a resignation or public apology demonstrate integrity. It is also crucial for managers to be consistent in keeping their promises, as this builds trust. Managers who fulfil their commitments are often regarded as having integrity, while those who frequently make excuses tend to lose trust among their employees (Cao et al., 2024; Liu et al., 2022; Trevino & Nelson, 2021).

In conclusion, this study's findings demonstrate that improving managers' trustworthiness—through ability, benevolence, and integrity—will strengthen the relationship between perceived organisational support and job satisfaction.

5.3 Research Limitations and Recommendations for Future Research

The current study has made significant contributions to the literature on HRMP, perceived organisational support, trustworthiness, and job satisfaction;

however, it also has some limitations. These limitations provide valuable insights for future researchers to advance the development of new literature knowledge. Below are the identified limitations of this study, along with recommendations for future research.

First, the current study focused on the relationship between four HRMP dimensional variables, perceived organisational support, managers' trustworthiness, and job satisfaction within public transportation parastatals in Tanzania. As a result, there is a potential limitation in generalizing the findings due to the narrow scope of the study, which did not include other parastatals or public institutions. Future researchers could address this by broadening the scope to explore these relationships in different public organizations, both in Tanzania and globally, as well as examining various HRMP dimensional variables. This would enhance our understanding of how HRMP dimensions impact job satisfaction across diverse contexts.

Second, the current study utilized a cross-sectional design, collecting data at a single point in time. While this approach yielded high out-of-sample predictive power (as indicated by the PLSpredict results in sub-section 4.8), it still misses the opportunity to gather longitudinal data. Longitudinal research is essential for investigating how HRMP dimensional variables and perceived organisational support affect job satisfaction over time. Additionally, understanding respondents' behaviour over time is essential, as it may change in response to external factors such as political, economic, and technological shifts (Mann, 2003).

Third, the study examined managers' trustworthiness as a higher-order construct (HOC), simplifying the model and increasing its parsimony. However, by treating trustworthiness as an HOC, the study has limited our understanding of how the individual components of trustworthiness - namely, ability, benevolence, and integrity - might moderate the relationship between perceived organisational support and job satisfaction. Investigating these components separately could provide valuable insights for policymakers regarding which aspects of managers' trustworthiness need greater attention. Therefore, future researchers should consider examining the moderating role of managers' trustworthiness as a lower-order construct (LOC).

Finally, the study did not include demographic factors such as age, gender, marital status, work experience, or level of education as control variables, and this is acknowledged as a limitation. These characteristics can influence how employees perceive HRM practices, organizational support, managerial trustworthiness, and their overall job satisfaction. Because such factors may shape employees' experiences at work and potentially affect their satisfaction levels, future researchers are encouraged to include them as control variables. Doing so will help account for potential confounding effects and strengthen the robustness of the results.

5.4 Conclusion

Generally, this study examines the positive direct relationship between the various dimensions of HRMP and job satisfaction, with perceived organisational support acting as a mediator. It also investigates how managers' trustworthiness moderates the relationship between perceived organisational

support and job satisfaction within the same model. This conceptual framework addresses a gap in human resource management literature, as similar structural relationships have not been published in articles indexed in Web of Science and Scopus. Furthermore, while many studies have examined the relationship between HRMP dimensions and job satisfaction in developed countries, particularly in the private sector, significantly less research exists in developing countries, especially in the public sector.

Using a deductive approach, the theoretical framework of Social Exchange Theory is utilised to develop the research model and hypotheses of this study. In line with the positivist philosophical paradigm, quantitative data were collected from 372 respondents using a cluster sampling technique from six public transportation parastatals located in Northern, Southern, Eastern, Western, Central and Lake zones of Tanzania with the help of data collection facilitators. Research ethical principles and guidelines were followed and observed before, during, and after data collection.

The data were analysed using the PLS-SEM approach. After meeting the requirements of the measurement model, the structural relationships were estimated. The findings show that three HRMP dimensional variables (training and development, performance appraisal, and compensation and benefits) are positively and significantly related to job satisfaction. The other HRMP dimensional variable (recruitment and selection) was not significant. All four HRMP dimensional variables were positively related to perceived organisational support. Additionally, there was a positive and significant relationship between perceived organisational support and job satisfaction.

The results supported the positive role of perceived organisational support in mediating the positive relationship between the four HRMP dimensional variables and job satisfaction. The moderating role of managers' trustworthiness in the positive relationship between perceived organisational support and job satisfaction was also supported. An increase in managers' trustworthiness strengthens the relationship between perceived organisational support and job satisfaction, whereas a decrease in trustworthiness weakens this relationship. Based on the results, this study provides useful indications for policy planning and advancing knowledge in the literature. The study's limitations were highlighted, and recommendations for future research were made.

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APPENDICES

Appendix 1: The Master Copy of the Study's Questionnaire (English and Swahili versions)

1a: English Version



**Universiti Tunku Abdul Rahman (UTAR)
Faculty of Business and Finance**

A SURVEY ON HUMAN RESOURCE MANAGEMENT PRACTICES, PERCEIVED ORGANISATIONAL SUPPORT, TRUSTWORTHINESS, AND JOB SATISFACTION OF EMPLOYEES IN PUBLIC PARASTATALS IN TANZANIA

Dear Participants,

My name is Ernest Dastan Bendera, and I am a Doctor of Philosophy student at Universiti Tunku Abdul Rahman (UTAR) in Malaysia. I am conducting an academic survey to understand the relationship between human resource management practices, perceived organisational support, trustworthiness, and employees' job satisfaction in public parastatals in Tanzania. I would like to invite you to participate in this survey.

Your responses to the questionnaire will be used to gain insights into human resource management factors that explain employee job satisfaction. This will help me to make recommendations to policymakers in Tanzania and develop appropriate policies and strategies to improve employee job satisfaction in public parastatals.

Your participation in this survey is completely voluntary, and there are no risks involved. Your answers will be kept anonymous, and they will only be used for academic purposes. Your responses will be treated with a high degree of confidentiality and will not be used to identify any respondents. By completing the survey, you are consenting to the consolidation of your data with others and to the publication of results in reports without identifying any individual respondents.

If you have any questions about the survey, please don't hesitate to contact me. You can find my contact details below. Thank you for taking the time to participate in this research study

Yours sincerely,

.....

Ernest Dastan Bendera

Ph.D. Candidate, Faculty of Business & Finance

University Tunku Abdul Rahman (UTAR)

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PERSONAL DATA PROTECTION STATEMENT

Please be informed that in accordance with Personal Data Protection Act 2010 (“PDPA”), which came into force on 15 November 2013, Universiti Tunku Abdul Rahman (“UTAR”) is hereby bound to make notice and require consent in relation to the **collection, recording, storage, usage, and retention of personal information.**

Notice:

1. The purposes for which your personal data may be used are inclusive but not limited to: -

- *For the assessment of any application to UTAR*
- *For processing any benefits and services*
- *For communication purposes*
- *For advertorial and news*
- *For general administration and record purposes*
- *For enhancing the value of education*
- *For educational and related purposes consequential to UTAR*
- *For our corporate governance*
- *For consideration as a guarantor for UTAR staff/students applying for their scholarship/ study loan*

2. Your personal data may be transferred and/or disclosed to the third party and/or UTAR collaborative partners, including but not limited to the respective and appointed outsourcing agents, for the purpose of fulfilling our obligations to you in respect of the purposes and all such other purposes that are related to the purposes and also in providing integrated services, maintaining and storing records. Your data may be shared when required by law and when disclosure is necessary to comply with applicable laws.

3. Any personal information retained by UTAR shall be destroyed and/or deleted in accordance with our retention policy applicable to us in the event such information is no longer required.

4. UTAR is committed to ensuring the confidentiality, protection, security, and accuracy of your personal information made available to us, and it has been our ongoing strict policy to ensure that your personal information is accurate, complete, not misleading, and updated. UTAR would also ensure that your personal data shall not be used for political and commercial purposes.

Consent:

1. By submitting this form, you hereby authorise and consent to us processing (including disclosing) your personal data and any updates to your information, for the purposes and/or for any other purposes related to the purpose.

2. If you do not consent or subsequently withdraw your consent to the processing and disclosure of your personal data, UTAR will not be able to fulfil our obligations or to contact you or to assist you in respect of the purposes and/or for any other purposes related to the purpose.

3. You may access and update your personal data by writing to us at benderas24@lutar.my

Acknowledgment of Notice

[☐] I have been notified by you, and I hereby understand, consent, and agree per UTAR's above notice.

[☐] I disagree. My personal data will not be processed.

.....

Name:

Date:

SECTION A: PERSONAL INFORMATION

Instructions: Please check (✓) the box that best describes you for statistical purposes.

Gender	☐ Male	☐ Female
Age (years)	☐ 18-35	☐ 46-55
	☐ 36-45	☐ 56 and above
Marital Status	☐ Married	☐ Widower/Widow
	☐ Unmarried/Single	
Work Experience (years) (in the current company)	☐ 1-5	☐ More than 5
The highest level of education you have completed or are currently pursuing.	☐ Primary education	☐ Bachelor's degree/ Professional Degree
	☐ Secondary education	☐ Master's degree
	☐ Certificate/ Diploma	☐ Doctorate Degree
	☐ Others: _____	

SECTION B: STATEMENTS TO OBTAIN THE RESPONDENTS' RESPONSES

PART I: HUMAN RESOURCE MANAGEMENT PRACTICES (HRMP)	
Instructions: Please indicate your level of agreement with each statement below by ticking [✓] the appropriate box on the provided scale	
Code	Strongly Disagree Moderately Disagree Slightly Disagree Neutral or No Comment Slightly Agree Moderately Agree Strongly Agree
	HRMP Dimensional Variables Recruitment and Selection

RS1	The employee selection and recruitment process is taken very seriously by this organisation.	1	2	3	4	5	6	7
RS2	Standardised procedures are always followed when staffing or recruitment decisions are made.	1	2	3	4	5	6	7
RS3	Standardised and valid tests are used in the selection process.	1	2	3	4	5	6	7
RS4	The selection and appointment of employees in this organisation are based on merit (i.e., the best person for the job is selected, regardless of their personal characteristics).	1	2	3	4	5	6	7
• Training and Development								
TD1	This organisation is committed to providing training programmes and development opportunities to employees.	1	2	3	4	5	6	7
TD2	This organization spends enough resources on employee training.	1	2	3	4	5	6	7
TD3	In this organisation, we are provided with the training needed to achieve high standards of work.	1	2	3	4	5	6	7
TD4	I have the chance to attend formal training programs to learn new knowledge.	1	2	3	4	5	6	7
TD5	This organisation provides employees with training opportunities that aim to extend their range of work-related skills and abilities.	1	2	3	4	5	6	7
• Performance Appraisal								
PA1	Employees are informed of the organisation's performance appraisal criteria.	1	2	3	4	5	6	7
PA2	Performance review discussions are conducted with the highest quality and care.	1	2	3	4	5	6	7
PA3	Performance is measured on the basis of objective and quantifiable results.	1	2	3	4	5	6	7
PA4	Employees are provided with performance-based feedback and counselling.	1	2	3	4	5	6	7
• Compensation and Benefits								
CB1	My salary and benefits are adequate for the time and energy I contributed by me.	1	2	3	4	5	6	7
CB2	In our organisation, salary and other benefits are comparable to what is generally obtainable in the industry.	1	2	3	4	5	6	7
CB3	The organisation's compensation and benefit system encourages team and individual contributions.	1	2	3	4	5	6	7

CB4	I am satisfied with my organisation's compensation and benefits system.	1	2	3	4	5	6	7
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PART II: PERCEIVED ORGANISATIONAL SUPPORT Instructions: Please indicate your level of agreement with each statement below by ticking [✓] the appropriate box on the provided scale.								
Code		Strongly Disagree	Moderately Disagree	Slightly Disagree	Neutral or No Comment	Slightly Agree	Moderately Agree	Strongly Agree
POS1	My organization cares about my opinion.	1	2	3	4	5	6	7
POS2	My organization really cares about my well-being.	1	2	3	4	5	6	7
POS3	My organization strongly considers my goals and values.	1	2	3	4	5	6	7
POS4	Help is available from my organization when I have a problem.	1	2	3	4	5	6	7
POS5	My organization would forgive an honest mistake on my part.	1	2	3	4	5	6	7
POS6	If given the opportunity, my organization would take advantage of me.	1	2	3	4	5	6	7
POS7	My organization shows concern for me.	1	2	3	4	5	6	7
POS8	My organization is willing to help me if I need a special favour.	1	2	3	4	5	6	7

PART III: MANAGERS' TRUSTWORTHINESS Instructions: Please indicate your level of agreement with each statement below by ticking [✓] the appropriate box on the provided scale.								
Code		Strongly Disagree	Moderately Disagree	Slightly Disagree	Neutral or No Comment	Slightly Agree	Moderately Agree	Strongly Agree
	Ability							
ABL1	My manager is capable of performing his/her job.	1	2	3	4	5	6	7

ABL2	My manager always succeeds in achieving his/her work targets.	1	2	3	4	5	6	7
ABL3	My manager has knowledge about the work that needs to be done.	1	2	3	4	5	6	7
ABL4	I feel very confident about my manager's skills.	1	2	3	4	5	6	7
ABL5	My manager has specialized capabilities that can increase our performance.	1	2	3	4	5	6	7
ABL6	My manager is well qualified.	1	2	3	4	5	6	7
• Benevolence								
BEN1	My manager is concerned about employees' job welfare.	1	2	3	4	5	6	7
BEN2	My manager would not knowingly do anything to hurt employees.	1	2	3	4	5	6	7
BEN3	My manager really looks out for what is important to employees.	1	2	3	4	5	6	7
BEN4	My manager will go out of his way to help employees.	1	2	3	4	5	6	7
• Integrity								
INT1	My manager's actions and behaviours are consistent.	1	2	3	4	5	6	7
INT2	My manager has a good sense of justice.	1	2	3	4	5	6	7
INT3	I believe my manager will stick to his/her word.							
INT4	I like my manager's values or judgements.	1	2	3	4	5	6	7
INT5	Sound principles seem to guide my manager's behaviour.	1	2	3	4	5	6	7
INT6	My manager tries hard to be fair in dealings with all employees.	1	2	3	4	5	6	7

PART IV: JOB SATISFACTION Instructions: Please indicate your level of agreement with each statement below by ticking [✓] the appropriate box on the provided scale.								
Code		Strongly Disagree	Moderately Disagree	Slightly Disagree	Neutral or No Comment	Slightly Agree	Moderately Agree	Strongly Agree
JS1	I feel fairly satisfied with my present job	1	2	3	4	5	6	7
JS2	Most days, I am enthusiastic about my work	1	2	3	4	5	6	7

JS3	Each day at work seems like it will never end	1	2	3	4	5	6	7
JS4	I find real enjoyment in my work	1	2	3	4	5	6	7
JS5	I consider my job to be rather unpleasant	1	2	3	4	5	6	7

Thank you for taking the time to complete this survey!!!



**CHUO KIKUU CHA TUNKU ABDUL RAHMAN
KITIVO CHA BIASHARA NA FEDHA**

**UTAFITI KUHUSU UHUSIANO ULIOPO KATI YA SHUGHULI ZA
MENEJIMENTI YA RASILIMALI WATU, DHANA YA KUJALIWA NA
TAASISI, KUAMINIKWA KWA MENEJA NA KURIDHISHWA KWA
WAFANYAKAZI WA MASHIRIKA YA UMMA YALIYO KATIKA SEKTA
YA USAFIRISHAJI TANZANIA.**

Ndugu Washiriki,

Jina langu ni Ernest Dastan Bendera, na ni mwanafunzi wa Shahada ya Uzamivu katika Chuo Kikuu cha Tunku Abdul Rahman (UTAR) kilichopo nchini Malaysia. Ninafanya utafiti wa kimasomo kuweza kuelewa uhusiano uliopo kati ya shughuli za menejimenti ya rasilimali watu, dhana ya kujaliwa na taasisi, kuaminika kwa meneja na kuridhishwa kwa wafanyakazi wa mashirika ya umma yaliyo katika sekta ya usafirishaji Tanzania. Nakukaribisha ushiriki katika utafiti huu.

Majibu yako yatatumika kupata uelewa zaidi nikwajinsi gani shughuli za menejimenti ya watumishi zinaathiri kuridhishwa kwa wafanyakazi. Hii itanisaidia mimi kuwashauri wateneneza sera kutengeneza sera na mikakati sahihi ya kuboresha uridhishwaji wa wafanyakazi katika mashirika ya umma.

Ushiriki wako katika utafiti huu ni wa hiari kabisa na hakuna hatari yeyote inayosababishwa kwa kushiriki kwako. Majibu yako yatabaki kuwa siri na hayataonyesha jina au anuani ya mshiriki na yatatumika kwamadhumuni ya kimasomo tu. Kujaza dodoso kunamaanisha kuridhia kwako kujumuishwa kwa majibu yako na majibu ya washiriki wengine na kuweza kuchapishwa bila kuonyesha utambulisho wa mshiriki.

Kama una swali lolote kuhusu utafiti huu usisite kuwasiliana nami. Waweza kupata mawasiliano yangu kwenye anuani hapo chini. Asante sana kwa kutoa muda wako na kushiriki katika utafiti huu.

Wenu Mtiifu,

.....

Ernest Dastan Bendera,

Mwanafunzi wa Shahada ya Uzamivu, Kitivo cha Biashara na Fedha,
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TAMKO LA UDHIBITI WA TAARIFA BINAFSI

Tafadhali tambua kuwa Sheria ya Udhibiti wa Taarifa Binafsi (PDPA) iliyoanza kutumika tarehe 15 Novemba 2013, Chuo Kikuu cha Tunku Abdul Rahman (“UTAR”) kinalazimika kutoa tamko na kutaka ridhaa ya mshiriki kuhusiana na **ukusanyaji, kurekodi, kutumia nakuhifadhi** taarifa binafsi.

Tamko:

1. Tambua kuwa taarifa zako zitatumika katika mambo kadha wa kadha kama vile:-

- *Kutathimini maombi ya kujiunga na UTAR*
- *Kuchakata shahiki na huduma mbalimbali*
- *Kwaajili ya mawasiliano*
- *Kwaajili ya matangazo na taarifa*
- *Kwa shughuli za utawala na utunzaji wa kumbukumbu*
- *Kwaajili ya kuboresha thamani ya elimu*
- *Kwaajili ya shughuli za kitaaluma zinazohusiana na UTAR*
- *Kwaajili ya shughuli za kiuongozi wa taasisi.*
- *Kwaajili ya kujiridhisha wakati wakudhamini endapo mwanafunzi au mfanyakazi wa UTAR ataomba ufadhili au mkopo wa kimasomo.*

2. Taarifa zako zaweza kuhamishwa au kupewa mtu wa tatu au washirika wa UTAR ambao ni pamoja na mamlaka za uteuzi kama sehemu ya wajibu wetu wa kutunza kumbukumbu. Taarifa zako zaweza kutolewa kama hitaji la kisheria pale inapobidi.

3. Taarifa zozote binafsi zitakayohifadhiwa na UTAR zitaharibiwa au kufutwa kabisa kwakukidhi matakwa ya sera yetu ya uhifadhi pale taarifa hizo zinapoonekana hazihitajiki tena.

4. UTAR imejizatiti kuhakikisha usiri, ulinzi, usalama na usahihi wa taarifa binafsi na imekuwa ni sera yetu madhubuti kuhakikisha kuwa taarifa zako binafsi ni sahihi, kamilifu zisizopotosha na ambazo zinaendana na wakati. UTAR inakuhakikishia pia kuwa taarifa zako hazitatumika kisiasa ama kibiashara.

Ruhusa:

1. Kwa kujaza na kurejesha fomu hii inamaanisha umeridhia na kuturuhusu kuchakata taarifa zako kwa dhumuni hili au linalofanana na hili.

2. Kama hujaridhia au umeghairi kutoa ruhusa ya kuchakata na kutoa taarifa zako, UTAR haitawajibika kutumiza wajibu wake au kuwasiliana nawe au kukusaidia kwa dhumuni hili au linalofanana na hili.

3. Unaweza kuzifikia au kuhuisha taarifa zako kwakutuandikia kupitia barua pepe: benderas24@lutar.my

Uthibitisho wa Tamko

[] Nimepewa taarifa na wewe na kwamba nimeelewa, kuruhusu na kukubaliana na tamko la UTAR tajwa hapo juu.

[] Sijakubaliana. Taarifa zangu binafsi zisichakatwe.

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Jina:

Tarehe:

SEHEMU A: TAARIFA BINAFSI

Maelekezo: Tafadhali weka alama ya vema (✓) kwa jibu sahihi kwenye kisanduku.

Jinsia	☐ Mume	☐ Mke
Umri (Miaka)	☐ 18-35	☐ 46-55
	☐ 36-45	☐ 56 na zaidi
Hali ya Ndoa	☐ Nimeoa au kuolewa	☐ Mjane/Mgane
	☐ Sijaoa au kuolewa	
Uzoefu wa kazi katika taasisi uliyopo sasa (Miaka)	1-5	Zaidi ya 5
Kiwango cha juu cha elimu uliyonayo au unayotarajia kuipata hivi karibuni.	Elimu ya Msingi	Shahada
	☐ Elimu ya Sekondari	☐ Shahada ya Umaahiri
	☐ Cheti/ Stashahada	☐ Uzamili
	☐ Nyingineyo: _____	

SEHEMU B: SENTENSI ZA KUSAIDIA KUPATA MAONI YA MSHIRIKI

Kodi	KIPENGELE CHA I: SHUGHULI ZA MENEJIMENTI YA RASILIMALI WATU (HRMP)
	Maelekezo: Tafadhali onyesha kiwango chako cha kukubaliana na kila sentensi hapo chini kwa kuweka alama ya vema [✓] kwenye kisanduku chenye jibu lako sahihi kutoka kwenye machaguo yaliyopo.

		Sikubali kabisa	Sikubali wastani	Sikubali kiasi kidogo	Sina jibu	Nakubali kiasi kidogo	Nakubali wastani	Nakubali kabisa
	• Uajiri na Uchaguzi							
RS1	Swala la uajiri na uchaguzi wa wafanyakazi wanya katika taasisi hii linachukuliwa kwa uzito mkubwa.	1	2	3	4	5	6	7
RS2	Taratibu sahihi za uajiri na uchaguzi wa wafanyakazi wanya katika taasisi hii zinafuatwa kikamilifu	1	2	3	4	5	6	7
RS3	Mitihani na usaili madhubuti hutumika wakati wa kuchagua mfanyakazi anayestahili kuajiriwa	1	2	3	4	5	6	7
RS4	Uchaguzi na uteuzi wa wafanyakazi wanya huzingatia zaidi ueledi na sifa za mwombaji. (Mwenye sifa stahiki zinazohitajika ndiye anayepewa kazi).	1	2	3	4	5	6	7
	• Mafunzo na uendelezaji							
TD1	Hii taasisi imejizatiti katika kutoa mafunzo na nafasi za kuwaendeleza wafanyakazi wake.	1	2	3	4	5	6	7
TD2	Hii taasisi inatumia rasilimali zake zakutosha katika kuwapa wafanya kazi mafunzo.	1	2	3	4	5	6	7
TD3	Kwenye hii taasisi tunapewa mafunzo yanayohitajika ili kutumiza malengo ya kazi zetu.	1	2	3	4	5	6	7
TD4	Binafsi ninapata nafasi ya kuhudhuria mafunzo mbalimbali kuongeza maarifa pale inapohitajika	1	2	3	4	5	6	7
TD5	Hii taasisi inatoa nafasi za mafunzo kwa wafanyakazi zenye lengo la kuongeza na kupanua utaalamu, ujuzi na uwezo mbalimbali kuhusiana na kazi zao	1	2	3	4	5	6	7
	• Tathimini ya utendaji kazi							
PA1	Wafanyakazi wanajulishwa kwa uwazi vigezo vinavyotumika kutathimini utendaji wao wa kazi.	1	2	3	4	5	6	7
PA2	Vikao vya upimaji wa kazi vinafanyika kwa uwazi, umaahiri na kwa ueledi mkubwa	1	2	3	4	5	6	7

PA3	Utendaji unapimwa kwa kutumia vigezo vya matokeo yaliyopatikana yakilinganishwa na yaliyowekwa.	1	2	3	4	5	6	7
PA4	Wafanyakazi wanapewa matokeo ya tathmini ya utendaji wao wa kazi lakini pia na ushauri pale inapohitajika.	1	2	3	4	5	6	7
	• Mshahara na malipo mengine							
CB1	Mshahara wangu na malipo mengine ninayopokea yananitoshia kulinganisha na muda, nguvu na maarifa ninayotumia kazini.	1	2	3	4	5	6	7
CB2	Kwenye taasisi yetu, mshahara na malipo mengine yana ulinganifu na yale wanayopewa wafanyakazi wa taasisi nyingine kwenye sekta hiyo hiyo.	1	2	3	4	5	6	7
CB3	Taratibu na mifumo ya ulipaji wa mishahara na malipo mengine katika taasisi yetu una chagiza wafanyakazi kufanya kazi kwa bidii kama mtu binafsi na pia kama timu.	1	2	3	4	5	6	7
CB4	Binafsi ninaridhishwa sana na mfumo wa ulipaji wa mishahara na malipo mengine katika taasisi yangu.	1	2	3	4	5	6	7

	KIPENGELE CHA II: DHANA YA KUJALIWA NA TAASISI Maelekezo: Tafadhali onyesha kiwango chako cha kukubaliana na kila sentensi hapo chini kwa kuweka alama ya vema [✓] kwenye kisanduku chenye jibu lako sahihi kutoka kwenye machaguo yaliyopo.							
Kodi		Sikubali kabisa	Sikubali wastani	Sikubali kiasi kidogo	Sina jibu	Nakubali kiasi kidogo	Nakubali wastani	Nakubali kabisa
POS1	Taasisi yangu inajali kuhusu maoni yangu	1	2	3	4	5	6	7
POS2	Taasisi yangu inajali sana kuhusu ustawi wangu	1	2	3	4	5	6	7
POS3	Taasisi yangu inazingatia sana malengo yangu na misimamo yangu.	1	2	3	4	5	6	7
POS4	Msaada kutoka kwenye taasisi yangu unapatikana kirahisi pale ninapopata tatizo	1	2	3	4	5	6	7
POS5	Taasisi yangu hunisamehe nikikiri makosa yangu.	1	2	3	4	5	6	7
POS6	Kama ikipewa nafasi, taasisi yangu yaweza kuwa tayari kunitumia visivyo sawa	1	2	3	4	5	6	7
POS7	Taasisi yangu inaonyesha dhahiri kunijali	1	2	3	4	5	6	7

POS8	Taasisi yangu iko tayari kunisaidia pindi nihitajipo msaada mahususi wa binafsi.	1	2	3	4	5	6	7
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Kodi	KIPENGELE CHA III: KUAMINIKA KWA MENEJA Maelekezo: Tafadhali onyesha kiwango chako cha kukubaliana na kila sentensi hapo chini kwa kuweka alama ya vema [✓] kwenye kisanduku chenye jibu lako sahihi kutoka kwenye machaguo yaliyopo.							
		Sikubali kabisa	Sikubali wastani	Sikubali kiasi kidogo	Sina jibu	Nakubali kiasi kidogo	Nakubali wastani	Nakubali kabisa
	• Uwezo							
ABL1	Meneja wangu ana uwezo mkubwa wa kufanya majukumu yake.	1	2	3	4	5	6	7
ABL2	Meneja wangu anafanikiwa siku zate katika kutumiza malengo ya kazi zake.	1	2	3	4	5	6	7
ABL3	Meneja wangu ana ufahamu na maarifa ya kumwezesha kufanya kazi zake.	1	2	3	4	5	6	7
ABL4	Ninajisikia fahari na kuamini utashi alionao meneja wangu	1	2	3	4	5	6	7
ABL5	Meneja wangu anao uwezo binafsi na mahususi unaotusaidia kutumiza majukumu yetu na kuongeza tija kwenye taasisi yetu	1	2	3	4	5	6	7
ABL6	Meneja wangu amekidhi vigezo vyote	1	2	3	4	5	6	7
	• Kuthamini wengine							
BEN1	Meneja wangu huonyesha kujali mambo ya wafanyakazi wake	1	2	3	4	5	6	7
BEN2	Meneja wangu hawezi fanya chochote kumuumiza mfanyakazi wake kwa kusudi.	1	2	3	4	5	6	7
BEN3	Meneja wangu anazingatia na kuwapa wafanyakazi wake vilivyo bora na muhimu.	1	2	3	4	5	6	7
BEN4	Meneja wangu yuko tayari kuacha kazi zake ili asaidie wafanyakazi wake pale inapobidi.	1	2	3	4	5	6	7
	• Uadilifu							
INT1	Tabia za meneja wangu ni za uhakika na kutabirika.	1	2	3	4	5	6	7
INT2	Meneja wangu ni mpenda na mtenda haki.	1	2	3	4	5	6	7
INT3	Meneja wangu sio kigeugeu.							
INT4	Napenda misimamo na utashi wa meneja	1	2	3	4	5	6	7

	wangu.							
INT5	Tabia za meneja wangu huongozwa na siha njema	1	2	3	4	5	6	7
INT6	Meneja wangu hujitahidi sana kuzingatia usawa anaposhughulikia mambo ya wafanyakazi wake.	1	2	3	4	5	6	7

Kodi	KIPENGELE CHA IV: KURIDHISHWA KWA WAFANYAKAZI Maelekezo: Tafadhali onyesha kiwango chako cha kukubaliana na kila sentensi hapo chini kwa kuweka alama ya vema [✓] kwenye kisanduku chenye jibu lako sahihi kutoka kwenye machaguo yaliyopo.							
		Sikubali kabisa	Sikubali wastani	Sikubali kiasi kidogo	Sina jibu	Nakubali kiasi kidogo	Nakubali wastani	Nakubali kabisa
JS1	Kwakweli najisikia kuridhishwa sana na kazi yangu.	1	2	3	4	5	6	7
JS2	Siku zote najisikia fahari na kuipenda kazi yangu	1	2	3	4	5	6	7
JS3	Kila siku kazini ni kama siku haitaisha vile	1	2	3	4	5	6	7
JS4	Kwakweli napata furaha ya kweli kwenye kazi yangu	1	2	3	4	5	6	7
JS5	Kiukweli kazi yangu hainivutii wala kunipendeza	1	2	3	4	5	6	7

Asante sana kwakutumia muda wako kujaza dodoso hili!!!

Appendix 2: Summary of the Accomplishment of the Study's Objectives

Research Question	Research Objective	Hypothesis	Results
RQ1: How do each dimensional variable of each human resource management practice – recruitment and selection, training and development, performance appraisal, and compensation and benefits – relate to employees' job satisfaction in Tanzanian public parastatals?	RO1: To examine the direct positive effects of each human resource management practice dimensional variable – recruitment and selection, training and development, performance appraisal, and compensation and benefits – on employees' job satisfaction in Tanzanian public parastatals.	H1a: Employees' recruitment and selection practices positively relate to job satisfaction H1b: The training and development practice positively relates to job satisfaction H1c: The performance appraisal practice positively relates to job satisfaction H1d: The compensation and benefits practice positively relates to job satisfaction	Hypothesis H1a is not supported. Other hypotheses are supported.
RQ2: How do each human resource management practice dimensional variables – recruitment and selection, training and development, performance appraisal, and compensation and benefits – relate to employees' perceived organisational support?	RO2: To examine the direct positive effects of each human resource management practice dimensional variable – recruitment and selection, training and development, performance appraisal, and compensation and benefits – on employees' perceived organisational support.	H2a: Employees' recruitment and selection practices positively relate to perceived organisational support H2b: The training and development practice positively relates to perceived organisational support H2c: The performance appraisal practice positively relates to perceived organisational support H2d: The compensation and benefits practice positively relates to perceived organisational support	All hypotheses are supported.
RQ3: How do employees relate their perceived organisational support to job satisfaction?	RO3: To examine the direct positive effect of employees' perceived organisational support on their job satisfaction.	H3. Perceived organisational support positively relates to job satisfaction	Hypothesis H3 is supported.

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Research Question	Research Objective	Hypothesis	Results
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RQ4: How does employees' perceived organisational support mediate the relationship between human resource management practices and job satisfaction?	RO4: To examine the mediation effects of employees' perceived organisational support on the relationship between human resource management practice dimensional variables and job satisfaction.	H4a: Perceived organisational support mediates the relationship between recruitment and selection, and job satisfaction H4b: Perceived organisational support mediates the relationship between training and development, and job satisfaction H4c: Perceived organisational support mediates the relationship between performance appraisal and job satisfaction H4d: Perceived organisational support mediates the relationship between compensation and benefits, and job satisfaction	All hypotheses are supported.
RQ5: How does managers' trustworthiness moderate the relationship between employees' perceived organisational support and job satisfaction?	RO5: To examine the moderating effects of managers' trustworthiness on the relationship between employees' perceived organisational support and job satisfaction.	H5: The trustworthiness of managers moderates the relationship between perceived organisational support and job satisfaction, such that there is a strong relationship when managerial trustworthiness is high	Hypothesis H5 is supported.

Appendix 3: Indicators' Discriminant Validity (Cross Loadings)

	CB	JS	PA	POS	RS	TD	TRUSTWORTHINESS
ABL1	0.313	0.605	0.546	0.566	0.429	0.348	0.805
ABL2	0.314	0.623	0.540	0.561	0.465	0.379	0.805
ABL3	0.352	0.579	0.505	0.547	0.431	0.379	0.805
ABL4	0.337	0.605	0.526	0.538	0.426	0.403	0.803
ABL5	0.298	0.609	0.529	0.559	0.422	0.400	0.788
ABL6	0.326	0.590	0.490	0.507	0.391	0.382	0.782
BEN1	0.331	0.623	0.512	0.538	0.400	0.432	0.790
BEN2	0.281	0.566	0.476	0.508	0.403	0.379	0.765
BEN3	0.325	0.625	0.493	0.553	0.395	0.376	0.769
BEN4	0.289	0.547	0.453	0.487	0.376	0.331	0.745
CB1	0.728	0.357	0.262	0.291	0.209	0.354	0.292
CB2	0.716	0.361	0.243	0.249	0.229	0.381	0.265
CB3	0.770	0.462	0.358	0.375	0.281	0.407	0.383
CB4	0.747	0.398	0.217	0.347	0.231	0.442	0.312
INT1	0.359	0.642	0.509	0.522	0.487	0.447	0.782
INT2	0.348	0.644	0.521	0.527	0.416	0.453	0.773
INT3	0.378	0.639	0.457	0.489	0.387	0.439	0.778
INT4	0.361	0.624	0.501	0.544	0.430	0.440	0.779
INT5	0.373	0.630	0.473	0.564	0.489	0.395	0.796
INT6	0.358	0.639	0.477	0.499	0.458	0.401	0.750

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	CB	JS	PA	POS	RS	TD	TRUSTWORTHINESS
JS1	0.453	0.865	0.575	0.633	0.528	0.555	0.669
JS2	0.526	0.858	0.576	0.613	0.493	0.580	0.686
JS3	0.421	0.880	0.539	0.610	0.427	0.518	0.661
JS4	0.479	0.869	0.585	0.626	0.450	0.543	0.686
JS5	0.455	0.875	0.557	0.621	0.459	0.523	0.704
PA1	0.294	0.566	0.889	0.645	0.582	0.361	0.575
PA2	0.330	0.568	0.879	0.633	0.538	0.350	0.580
PA3	0.295	0.566	0.889	0.652	0.557	0.373	0.543
PA4	0.377	0.587	0.853	0.663	0.563	0.363	0.550
POS1	0.326	0.608	0.649	0.841	0.568	0.359	0.602
POS2	0.380	0.582	0.608	0.828	0.546	0.393	0.562
POS3	0.343	0.578	0.620	0.814	0.541	0.401	0.549
POS4	0.359	0.603	0.616	0.848	0.576	0.396	0.571
POS5	0.386	0.627	0.643	0.836	0.576	0.421	0.576
POS6	0.316	0.589	0.598	0.828	0.547	0.396	0.568
POS7	0.378	0.545	0.574	0.810	0.500	0.400	0.530
POS8	0.373	0.591	0.579	0.816	0.541	0.410	0.543
RS1	0.276	0.465	0.567	0.605	0.894	0.370	0.463
RS2	0.276	0.491	0.563	0.576	0.896	0.370	0.510
RS3	0.275	0.494	0.579	0.604	0.896	0.325	0.509
RS4	0.328	0.488	0.570	0.586	0.884	0.325	0.461
TD1	0.397	0.484	0.312	0.371	0.314	0.762	0.394
TD2	0.431	0.462	0.295	0.342	0.293	0.780	0.376
TD3	0.393	0.537	0.390	0.431	0.378	0.786	0.467
TD4	0.404	0.457	0.308	0.324	0.228	0.752	0.342
TD5	0.439	0.455	0.266	0.361	0.265	0.760	0.371

Source: Field Data, 2021

Appendix 4: Item-to-Total Correlation Scores and Cronbach's Alpha if Item Deleted

Construct's Name	Number of Items	Items' Code	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Recruitment and Selection	4	RS1	0.634	0.742
		RS2	0.626	0.733
		RS3	0.588	0.750
		RS4	0.609	0.739
Training and Development	5	TD1	0.501	0.767
		TD2	0.574	0.743
		TD3	0.660	0.718
		TD4	0.484	0.769
		TD5	0.620	0.725
Performance Appraisal	4	PA1	0.685	0.711
		PA2	0.664	0.723
		PA3	0.391	0.844
		PA4	0.735	0.790
Compensation and Benefits	4	CB1	0.676	0.850
		CB2	0.713	0.834
		CB3	0.727	0.831
		CB4	0.771	0.810
Perceived Organisational Support	8	POS1	0.696	0.888
		POS2	0.608	0.896
		POS3	0.668	0.891
		POS4	0.752	0.883
		POS5	0.684	0.890
		POS6	0.783	0.881
		POS7	0.612	0.896
		POS8	0.737	0.885
Ability	6	ABL1	0.473	0.790
		ABL2	0.586	0.766
		ABL3	0.784	0.723
		ABL4	.0641	0.753
		ABL5	0.629	0.754
		ABL6	0.294	0.826
Benevolence	4	BEN1	0.557	0.798
		BEN2	0.655	0.757
		BEN3	0.601	0.782
		BEN4	0.742	0.718
Integrity	6	INT1	0.762	0.705
		INT2	.0723	0.707
		INT3	0.571	0.748
		INT4	0.612	0.737
		INT5	0.396	0.788
		INT6	0.223	0.826
Job Satisfaction	5	JS1	0.622	0.814
		JS2	0.773	0.769
		JS3	0.675	0.800

JS4	0.586	0.823
JS5	0.575	0.828

Source: Pilot study's data, 2024