



## The influence of managerial decision making on employee performance: Evidence from Tanzania Electricity Supply Company limited (TANESCO), Morogoro, Tanzania

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### ABSTRACT

Employee performance is one of the most crucial factors that must be taken into account when attempting to improve organisational performance. However, despite various reforms aiming at improving employee performance, Tanzania Electricity Supply Company Limited, Morogoro, Tanzania (TANESCO) continues to face challenges related to employee performance and operational inefficiencies. This study investigated the influence of managerial attitudes, subjective norms, and perceived behavior on employee performance in TANESCO Morogoro region, Tanzania. The research employed a quantitative study approach and used the cross-sectional survey as the study design. The study population was 420 employees, and the sample size was 211 employees. In this study, quantitative data was gathered using questionnaires and analysed using descriptive statistics, exploratory factor analysis, correlation, and multiple linear regression with the aid of Statistical Package for the Social Sciences tool. The results showed that three constructs of the theory of planned behavior (managerial attitude, perceived behavior, and subjective norms) influenced employee performance by 50.1% as indicated by Adjusted  $R^2 = .501$ . All constructs were significant with,  $p < .001$ . The findings indicated that, the theory of planned behaviour can be applied in understanding managerial behaviour and employee performance. TANESCO and other public institutions should focus on fostering supportive managerial practices and reinforcing performance reforms. These behavioral interventions can complement technical reforms to enhance service delivery and institutional performance. The study comes to the conclusion that in addition to structural changes, behavioral and cultural changes are also necessary to improve performance in public organizations like TANESCO. This study suggests that in order to improve employee performance, human resource management should incorporate behavioral considerations and models.

**Keywords:** Employee Performance, Managerial Attitude, Managerial Decision Making, Perceive Behaviour, Subjective Norms, TANESCO

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### I. INTRODUCTION

Employee performance is the key to any organization's success (Vosloban, 2012). The success of any organization depends on the performance of its employees, since employee performance affect task completion, profitability, productivity, job satisfaction, and long-term strategic growth. Accordingly, employee performance is one of the most crucial factors that needs to be taken into account while aiming to enhance organizational performance (Aguilera et al., 2024). For this reason, an organization's success and development depend on the performance of its personnel. Employee performance is defined as accomplishing the objectives established within the organization (Chen & Aklikokou, 2020). According to López-Cabarcos et al. (2022), employees' performance is measured by their ability to meet organizational objectives within a given time frame.

Employee performance is identified as a multidimensional construct influenced by external, individual, and organizational factors (Stagl et al., 2007). Individual factors include work design (Parker et al., 2017), social support (Tremblay & Simard, 2018), and technical and interpersonal skills competencies (Adula et al., 2023). Organisational factors, including leadership styles (Ng, 2017), resource availability, clarity of objectives, motivation, and feedback mechanisms, influence employee performance (Atatsi et al., 2019). External factors such as economic condition, social and political factors, technological advancement, organizational culture, and work environment (Hendri, 2025), these factors influence employee performance.

Among the factors influencing employee performance, managerial practices have emerged as a significant factor (Ouédraogo & Gansonré, 2023). Motivation (Elamalki et al., 2024), reward, recognition, communication, and career development opportunities (Ng, 2017) have been shown to positively influence employee motivation and performance.

Effective management practices foster a culture of accountability, collaboration, and purpose (Kawasaki et al., 2023; Alemayehu et al., 2021); (Bloom et al., 2013) while poor managerial practices can lead to low morale, disengagement, and underperformance (Alemayehu et al., 2021; Kagaari et al., 2010). Notably, the influence of managerial practices is mediated through behavioural variables such as perceived behaviour, subjective norms, and attitude toward behavior, indicating the value of psychological theories such as the Theory of Planned Behaviour (TPB) in understanding organizational dynamics (Ajzen, 1991).

The contextual specificity of the managerial approaches has been emphasized in African countries, including Burkina Faso, Nigeria, and South Africa, where localized leadership techniques typically result in improved employee performance (Abane & Phinaitrup, 2020; Parameswar et al., 2021; Tenakwah et al., 2023; Ouédraogo & Gansonré, 2023). In Tanzania, the need to improve employee performance is highlighted by the broader economic goals, including public service reform, performance-based management system, human capital management information system, training, and capacity development reforms (Michael, 2018; (Kikoti & Lameck, 2024). To ensure dependable service delivery and infrastructure expansion, the energy sector, which is at the heart of these developmental goals, in particular, needs strong institutional capacity and high-performing employees.

The Tanzania Electric Supply Company Limited (TANESCO) is a Tanzanian parastatal organisation established in 1964. It is owned by the government of Tanzania. The Ministry of Energy and Minerals regulates the operations of TANESCO. Among its operations are the production, transmission, distribution, and sale of energy to the Tanzanian mainland as well as the bulk supply of power to the island of Zanzibar. TANESCO has been facing operational and managerial challenges that have impeded its performance. Report from the Controller and Auditors General (CAG) and internal audits have highlighted issues such as project delay, financial mismanagement and inefficient resource allocation (The United Republic of Tanzania National Audit Office, 2022). Internal assessment report further suggest that poor employee performance in technical operations and customer service led to service disruptions and declining public trust (Tanzania Electricity Supply Company Limited, 2022). These issues stem from structural and managerial shortcomings, including weak governance and leadership, political interference, lack of accountability and ineffective decision-making process (Dye, 2021).

Despite previous and current reforms, such as regulatory reforms like the creation of the national energy policy in 2015, programs for performance improvement, the Electricity Supply Industry Reform Strategy and Roadmap 2014–2025, the expansion of rural electrification and access, and financial restructuring there remains challenges on employee performance, operational inefficiencies and customer care (The United Republic of Tanzania National Audit Office, 2022; Dye, 2021). While most reforms and organizational interventions have targeted technical inefficiencies, insufficient attention has been paid to the behavioural and cognitive dimensions of managerial influence especially how managerial decisions influence employee performance. This study seeks to fill this gap by applying the theory of planned behaviour to examine the influence of managerial attitude, subjective norms and perceive behavioural control on employee performance within TANESCO Morogoro Region.

### 1.1 Statement of the Problem

Employee performance is recognised as a critical factor for service efficiency and organisational success particularly in public organisation (Fleming & Kowalsky, 2024). This is due to the fact that employee performance places a greater emphasis on employees to fulfil their assigned responsibilities in order to achieve the organizational objectives. Despite this recognition, in recent years public sector organisations have experienced a decline in employee performance (Kikoti & Lameck, 2024). The Tanzanian government implemented changes in the public sector, with performance management serving as the main element. The reforms aimed at improving employees' performance through increased efficiency and effectiveness in public service delivery (Kikoti & Lameck, 2024). Despite of the implemented reforms, employee performance in public sector organizations remains low. (The United Republic of Tanzania National Audit Office, 2025). TANESCO being one of the public sector organizations have been encountering performance challenges as observed by CAG (Tanzania Electricity Supply Company Limited, 2022). Despite the fact that TANESCO have implemented various reforms, these reforms have not led the expected outcomes of employee performance. Also, there is lack of broad literature linking managerial decision making influenced by subjective norms, behavioural control and behavioural attitudes on employee performance. This study examined the influence of managerial attitudes on employee performance in TANESCO Morogoro, Tanzania.

### 1.3 Research Hypotheses

*H<sub>01</sub>*: There is a positive relationship between managerial attitudes and employee performance at TANESCO Morogoro.

*H<sub>02</sub>*: There is a positive relationship between subjective norms and employee performance at TANESCO Morogoro.

*H<sub>03</sub>*: There is a positive relationship between perceived behavioral control and employee performance at TANESCO Morogoro.

## II. LITERATURE REVIEW

### 2.1 The Theory of Planned Behaviour

Ajzen's 1991 study in behavioural psychology set the foundation for a significant and well-respected theory called the Theory of Planned Behaviour (TPB). This theory deepens our understanding of how and why people behave in particular ways and make decisions in varied contexts. Behavioural intentions, the core idea of Theory of Planned Behavior are influenced by three main things: attitudes, subjective standards, and perceived behavioral control. These variables interact to influence a person's propensity to participate in a specific behavior

The theory of planned conduct (Ajzen, 1991) states that three factors attitudes, subjective standards, and perceived behavioral control determine intents, which in turn influence behaviors. Basing on this study, these factors are explained as follows supervisory. The way that employees feel about their management is known as their attitude. Subjective norms, which encompass both the perceived expectations of others and the degree to which employees value those expectations, can be regarded as social pressures. Workers hold their supervisors to certain standards. The ability a person feels to carry out a particular activity in their environment is known as perceived behavioral control.

This study examines the influence of managerial decision making on employee performance in TANESCO Tanzania using the theory of planned behaviour. Basing on the theory of planned behaviour employees are more productive when they are cared, get support from supervisors and have necessary skills (Ajzen, 1991). At TANESCO Morogoro, this study assumes that when TANESCO managers have positive attitude, fairness, employee's motivation can be enhanced and employees will be committed to work hence performance. This is due to the fact that employees are more likely to improve performance if they have positive perception on the workplace culture that is fairness with integrity and when they have necessary resources. Therefore, this study will use the theory of planned behaviour to determine the influence of managerial attitudes on employee performance.

### 2.2 Empirical Review

#### 2.2.1 Managerial Attitudes and Employee Performance

Attitude toward behavior is a fundamental psychological concept in the Theory of Planned Behavior (Ajzen, 1991), and it is crucial to understanding how individuals approach specific behaviors or activities. The theoretical frameworks for explaining the connection between attitude and employee performance is explained by the theory of planned behaviour. The theory of planned behaviour states that positive attitude between leaders and employees can arise from high-quality social interactions built on mutual respect and trust (Wagner & Koob, 2022). As a result, the subordinate performs better and is more committed to work (Bao & Li, 2019; Mseti et al., 2024).

Managerial attitudes basically reflect the innermost thoughts and feelings of an individual about a particular behavior. Employees behaviour is shaped by what they think will happen if they engage in the conduct and whether those consequences will be favorable or unfavorable. There is a connection between employees' attitude on managerial practices and their attitudes toward such behavior. Views and perceptions of employees may have an impact on their employee's performance. Employees are more likely to improve performance if they have a positive attitude towards managerial practices (Khuwaja et al., 2020; Qalati et al., 2022; Medhn Desta & Mulie, 2024).

According to this study, academic employees would have faith in their managers if they treated them fairly, made morally sound decisions, performed honestly, and treated their employees with integrity. Higher employee performance results from TANESCO employees who trust their leaders, as they are more likely to embrace and follow the leader's aims/directives. Furthermore, according to this study, there will be clearer communication between manager and subordinates, if managers are fair, honest, trustworthy, and accountable for their actions. This increases the likelihood that employees will improve their performance because they will know exactly what is expected of them.

*Hypothesis 1 (H1): There is a positive relationship between managerial attitudes and employee performance at TANESCO Morogoro.*

#### 2.2.2 Subjective Norms and Employee Performance

Subjective norms refer to the societal pressure to engage in a specific action (Ajzen, 1991). According to Ajzen (1991) subjective norms contains an innate social component. Subjective norm is primarily caused by two essential components: normative belief (NB) and compliance motivation (MC). A normative belief is the idea of how significant others in one's life expect one to behave in particular situations. Ajzen (1991), on the other hand, defined motivation to conform as an individual's personal desire to match their behavior with the expectations and opinions of these important people these factors influence a person's decision-making processes and tendency to follow social norms.

The effect of subjective norms on employee performance has been extensively researched in recent years by a wide range of writers and studies (Hemsworth et al., 2024). In TANESCO Morogoro, the strength of subjective norms related to work ethics, collaboration, and managerial expectations can significantly influence employee motivation and

productivity. Employees who perceive strong normative support for high performance are more likely to engage actively in their duties, thereby enhancing overall organizational outcomes.

*Hypothesis 2 (H2): There is a positive relationship between subjective norms and employee performance at TANESCO Morogoro.*

### 2.2.3 Perceived Behavioral Control and Employee Performance

Based on (Ajzen, 1991), theory of Planned Behavior (1980), perceived behavioral control is a crucial factor in predicting an individual's likelihood of engaging in a specific behavior. It focuses on an individual's perception of the ease or difficulty of engaging in that behavior. Perceived behavioral control is composed of two main components: perceived power (PP) and control beliefs (CB). A person's views about the existence of various factors, like as time, money, or opportunity-related concerns, that could either facilitate or hinder the performance of a certain behavior are referred to as control beliefs. On the other hand, perceived power is an individual's assessment of the degree to which these factors influence whether or not they facilitate the desired activity.

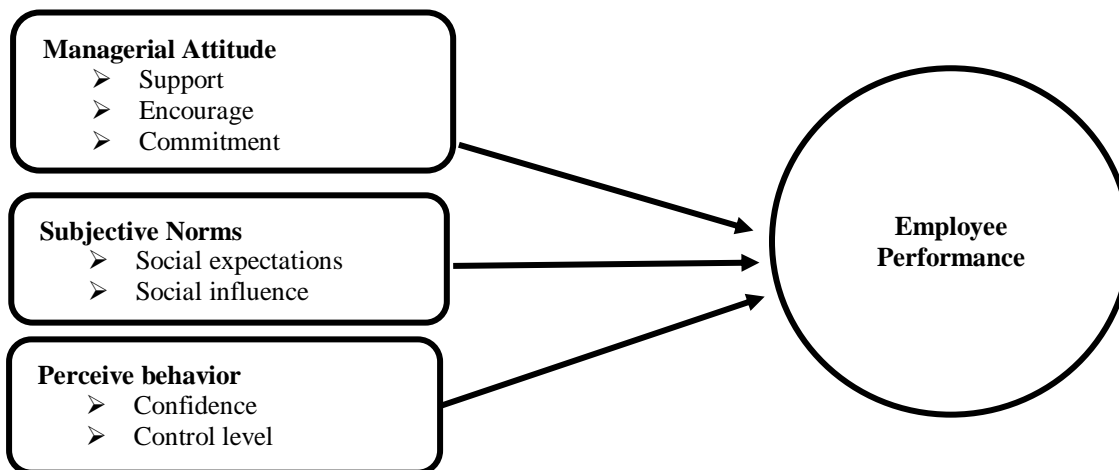
Employee perceptions of their ability to overcome challenges and complete tasks successfully are, in fact, reflected in their perceived behavioral control. It addresses their perception of their own value, the resources that are available to them, the assessment of the challenges they face, and the impact of external factors. Because they believe they can manage the obstacles of their work, employees with a high sense of perceived behavior are more likely to consider working for themselves as a possible and desirable career option. Managers may give staff members a sense of greater control over their conduct by offering training, making resources easier to access, and removing any obstacles. Their attitude toward their work will improve as a result (Batse, 2025).

According to empirical research, subjective norms have an impact on employee performance. For instance, the study by Hemsworth et al. (2024) found that the theory of planned behaviour and its three key constructs influences employee and organisational performance. For this study, subjective norms including perceived employee belief influences employee performance at TANESCO Morogoro Region.

*Hypothesis 3 (H3): There is a positive relationship between perceived behavioral control and employee performance at TANESCO Morogoro.*

### 2.3 Conceptual Framework

The conceptual framework of this study shows how managerial attitudes, subjective norms, and perceived behavioral control affect employee performance at TANESCO Morogoro. The framework assumes that managerial attitudes influence employees' motivation and work commitment; positive managerial attitudes, like support and encouragement, improve performance, while negative attitudes may hinder productivity; and subjective norms, which include social expectations from peers and supervisors, influence employees' willingness to align with organizational goals. It is more likely that employees will improve their work behavior if they perceive high performance expectations. Employee confidence in their capacity to complete tasks is influenced by perceived behavioral control, and better performance is associated with higher perceived control levels. This paradigm emphasizes how these elements work together to influence employee behavior and performance results.



**Figure 1**  
*Conceptual Framework*  
Source: Researcher (2025)

### III. METHODOLOGY

#### 3.1 Research Approach

This study used quantitative study design to measure the relationship between dependent variable (employee performance) and independent variables (subjective norms, managerial attitudes and behaviour control). The quantitative research was used to analyse the strength and direction of relationship between dependent variable and independent variables using questionnaire. The quantitative approach was appropriate because the study was testing three hypotheses as it is stated that quantitative approaches allows systematically variable measurement and hypothesis testing (Woodwell, 2014).

#### 3.2 Research Design

In order to test the study's premise, a cross-sectional survey design was utilized to gather information from several people all at once. The cross-sectional survey design worked well for gathering the necessary amount of data for quantitative analysis (descriptive and multiple linear regression) and measuring the effects of managerial attitudes, subjective norms and behavioural control on employee performance at TANESCO Morogoro Region. In contrast to gathering data from the entire population, a cross-sectional survey technique gave the researcher more control over the study process and sampling, and enabled the researcher to reach findings that are representative of the entire community for a cheaper cost.

#### 3.3 Study Area

The research was conducted at TANESCO Morogoro Region, Tanzania. TANESCO was selected following unsatisfactory performance as reviled by CAG report in the United Republic of Tanzania National Audit Office (2022) report. Morogoro region is in eastern part of Tanzania with diverse geographical and social economic characteristics making it representative for examining a public sector performance dynamic.

#### 3.5 Study Population

The study population comprised of 420 employees working at TANESCO Morogoro. The population were in three main groups namely: 385 general staff, 26 technical staff, and 9 administrators. These populations were included in the study comprehensive coverage of employee's roles and responsibilities.

#### 3.6 Sample Size Determination

The sample was drawn from 420 TANESCO employees. The sample size for the study was calculated using Yamane's formula:

$$n = \frac{N}{1 + N(e)^2}$$

Whereas:  $n$  = sample size,  $N$  = population size,  $e$  = desired level of precision (5) Given,  $N = 420$  (total population size). Using the above formula, 211 employees were obtained as the sample size. The sample was optimally allocated across 3 strata as follows; 193 general employees, 4 administrators, and 13 technical staff.

#### 3.7 Sampling Techniques

This study used stratified sampling and simple random sampling. Stratified sampling was used to enhance repetitiveness across three departments namely; general employees, administrators, and technical staff. Simple random sampling was used to select employees from each stratum after obtaining the complete list of all employees from human resource office.

#### 3.8 Data Collection Methods

This study employed closed-ended questionnaire to collect primary data. Respondents indicated their agreement or disagreement using a 5-point Likert scale, where 5 represented "strongly agree" (SA), 4 represented "agree" (A), 3 represented "neutral" (N), 2 represented "disagree" (D), and 1 represented "strongly disagree" (SD). The use of a 5-point Likert scale helped to capture the true emotions of respondents and provided clear and relevant answers while sampling from a large audience.



### 3.9 Variables and Measurement

**Table 1**

*Variable and measurement*

Variable	Sub-Variables	Measurement
Managerial Attitude	Support, Encourage, Commitment	Likert scale (1–5)
Subjective Norms	Social expectations	Likert scale (1–5)
Perceived Behavioral Control	Confidence, control level	Likert scale (1–5)
Employee Performance	Customer satisfaction, quality of work, goal achievement	Likert scale (1–5)

### 3.10 Validity and Reliability

Content and construct validity were enhanced through expert reviews and pilot testing to ensure instrument alignment with theoretical constructs and research objectives. Internal consistency reliability was assessed via Cronbach’s alpha, targeting a threshold of 0.70 or above to confirm acceptable reliability levels. A reliability analysis was performed to assess internal consistency for all constructs. The Cronbach’s Alpha coefficients, summarized in Table 4.6, range from 0.695 to 0.711. These values meet or exceed the commonly accepted threshold of 0.70, indicating acceptable internal consistency (Cronbach’s alpha  $\geq 0.70$  is considered acceptable; values between 0.7–0.9 are deemed good).

**Table 2**

*Cronbach’s Alpha Reliability Coefficients*

Variable	Number of Items	Cronbach’s $\alpha$
Managerial Attitude	9	0.711
Subjective Norms	7	0.695
Perceived Behaviour	8	0.702
Employee Performance	12	0.700

*All constructs demonstrated satisfactory internal reliability, supporting their use in subsequent analyses.*

### 3.11 Data Analysis

Data were analyzed using descriptive statistics (means, frequencies, percentages) and inferential statistics (multiple linear regression) to assess relationships between managerial decision-making variables and employee performance via the model:  $Y_i = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \epsilon$

**Where:**

- $Y_i$  = Employee performance
- $\beta_0$  = Intercept term (baseline employee performance when predictors are zero)
- $\beta_1 X_1$  = Coefficient for Managerial Attitude
- $\beta_2 X_2$  = Coefficient for Subjective Norms
- $\beta_3 X_3$  = Coefficient for Perceived Behavioral Control
- $\epsilon$  = Error term accounting for unobserved influences

### 3.12 Ethical Considerations

Ethical approval for this study was obtained from the Open University of Tanzania, ensuring adherence to academic and national research standards. The research clearance was granted under reference number OUT/PG201907890, confirming the study’s compliance with ethical guidelines and institutional protocols. In addition, a supporting authorization letter was issued by TANESCO with reference number TAN/HR/52220/12, granting permission to access employees and conduct data collection at the Morogoro regional office. Participants were informed of the study’s purpose and provided written consent before participation. Confidentiality, anonymity, and data privacy were strictly maintained, with all responses securely stored and used solely for academic purposes. The research followed the principles outlined in the Declaration of Helsinki and the national research ethics framework to safeguard the rights and welfare of all participants.

## IV. FINDINGS & DISCUSSION

### 4.1 Demographic Profile

The sample (n = 211) was predominantly mid-career: 25.6% were aged 26–35, 37% were aged 36–45, and 24.2% were aged 46–55. Males comprised 59.7% of the sample, while females accounted for 40.3%. Educational levels included diplomas (28%), bachelor’s degrees (33.6%), and master’s degrees (8.1%). Work experience was substantial,

with 31.3% having 7–10 years, 26.1% having 4–6 years, and 23.2% having more than 10 years of experience. This demographic profile suggests a workforce that is mature, educated, and professionally experienced, implying high expectations for transparent and inclusive managerial decision-making. Studies indicate that such employees tend to be more responsive to structured leadership practices and performance systems (Khuwaja et al., 2020).

**Table 3***Characteristics of the Sample*

Variable	Category	Frequency	Percent (%)
Age	18–25	27	12.8
	26–35	54	25.6
	36–45	78	37.0
	46–55	51	24.2
	56+	1	0.5
Gender	Male	126	59.7
	Female	85	40.3
Education	Primary	4	1.9
	Secondary	60	28.4
	Diploma	59	28.0
	Bachelor's	71	33.6
	Master's	17	8.1
Experience	<1 year	6	2.8
	1–3 years	35	16.6
	4–6 years	55	26.1
	7–10 years	66	31.3
	>10 years	49	23.2

**4.2 Data Validation and Diagnostic Analysis****4.2.1 Exploratory Factor Analysis (EFA)**

EFA was conducted to confirm construct validity using KMO and Bartlett's tests. For each construct, KMO values exceeded 0.70 and Bartlett's test was significant ( $p < 0.001$ ), indicating adequate sampling and factorability. Factor loadings indicated distinct dimensions within each construct, as detailed in Table 3.

**Table 4***Exploratory Factor Analysis (EFA) Results*

Construct	KMO	$\chi^2$ (df)	p	Eigenvalue (F1)	% Variance
Managerial Attitude	0.783	265.49 (36)	<.001	2.811	31.23
Subjective Norms	0.772	202.39 (21)	<.001	2.516	35.94
Perceived Behaviour	0.792	211.06 (28)	<.001	2.614	32.68
Employee Performance	0.729	348.58 (66)	<.001	2.856	23.80

*These results confirm each construct's factorial validity, supporting further inferential testing.*

**4.2.2 Correlation Analysis**

Pearson's correlation analysis (Table 4) revealed significant positive relationships at  $p < 0.01$  across all predictors and the outcome variable. Notably, managerial attitude correlated strongly with performance ( $r = 0.702$ ), and subjective norms and perceived behavior also showed robust correlations ( $r = 0.664$  and  $0.552$  respectively).

**Table 5***Correlation Matrix*

	Managerial Attitude	Subjective Norms	Perceived Behaviour	Employee Performance
Managerial Attitude	1	0.509 **	0.669 **	0.702 **
Subjective Norms	0.509 **	1	0.587 **	0.664 **
Perceived Behaviour	0.669 **	0.587 **	1	0.552 **
Employee Performance	0.702 **	0.664 **	0.552 **	1

*Note:  $p < 0.01$ . These results underscore the strong interrelatedness of predictors and their association with employee performance.*



#### 4.2.3 Multicollinearity Diagnostics

Collinearity statistics (Table 5) show VIF values below 2.1 and tolerances above 0.49. These fall well within acceptable thresholds (VIF < 10, tolerance > 0.1), indicating no multicollinearity issues among predictors.

**Table 6**

*Collinearity Statistics*

Predictor	Tolerance	VIF
Managerial Attitude	0.859	1.165
Subjective Norms	0.540	1.853
Perceived Behaviour	0.490	2.040

#### 4.2.4 Normality Testing

Normality was assessed using Kolmogorov–Smirnov and Shapiro–Wilk tests. All constructs yielded p-values > 0.05, indicating no violation of the assumption of normal distribution.

**Table 7**

*Normality Test Results*

Variable	K–S	Shapiro–Wilk
Managerial Attitude	0.132	0.945
Subjective Norms	0.100	0.965
Perceived Behaviour	0.114	0.932
Employee Performance	0.115	0.964

Normality, absence of multicollinearity, and measurement validity confirm the data's suitability for regression analysis to test the proposed hypotheses.

### 4.3 Hypothesis Testing and Discussion

A multiple regression was conducted to assess the effects of managerial attitude, subjective norms, and perceived behavioral control on employee performance at TANESCO Morogoro (n = 211).

#### 4.3.1 Model Fit and Overall Significance

The model produced an adjusted R<sup>2</sup> of 0.501, meaning these factors collectively explain 50.1% of the variance in employee performance. The correlation coefficient R = 0.713 indicates a strong association between predictors and performance. The ANOVA results (F = 71.320, p < .001) confirm that the model significantly predicts performance better than an intercept-only model.

**Table 8**

*Model Summary and ANOVA*

Statistic	Value
R	0.713
R <sup>2</sup>	0.508
Adjusted R <sup>2</sup>	0.501
Std. Error Estimate	0.41075
F	71.320
df1, df2	3, 207
p-value	< .001

#### 4.3.2 Managerial Attitude and Employee Performance

The coefficient for managerial attitude (B = 0.248,  $\beta$  = 0.233, t = 4.339, p < .001) indicates a positive and significant effect. A unit increase in positive managerial attitude associates with a 0.248-point increase in employee performance. This confirms H1, suggesting that supportive and communicative leadership enhances staff performance.

#### 4.3.3 Subjective Norms and Employee Performance

Subjective norms exhibited the strongest standardized impact (B = 0.268,  $\beta$  = 0.340, t = 5.200, p < .001). This supports H2, highlighting that employees perform better when they perceive clear expectations from peers and management consistent with theories on normative social influence.

#### 4.3.4 Perceived Behavioral Control and Employee Performance

Perceived behavioral control significantly predicts performance ( $B = 0.250$ ,  $\beta = 0.309$ ,  $t = 4.946$ ,  $p < .001$ ), confirming H3. This suggests that when employees feel empowered and have the resources they need, they perform better.

**Table 9**

*Regression Coefficients*

Predictor	B	Std. Error	$\beta$	t	p
Constant	0.714	0.136	—	5.264	< .001
Managerial Attitude	0.248	0.057	0.233	4.339	< .001
Subjective Norms	0.268	0.052	0.340	5.200	< .001
Perceived Behavioral Control	0.250	0.050	0.309	4.946	< .001

The findings of this study found that behavioural control, subjective norms and managerial attitude influence employee performance by 50.1% as indicated by adjusted  $R^2$  of 0.501 and  $p = p < .001$ . These results are in line with the theory of planned behaviour which

The results of the study confirmed that behavioral control, subjective norms, and managerial attitude influenced employee performance at TANESCO Morogoro by 50.1%, as revealed by the adjusted  $R^2$  of 0.501 and  $p = p < .001$ . Employee performance is impacted by the behaviour of leaders, according to the findings, which are based on the theory of planned behaviour which states that three factors attitudes, subjective standards, and perceived behavioral control determine intents, which in turn influence behaviors.

Managerial attitude was found to influence employee performance as indicated by  $\beta = 0.233$ , and  $p < 0.001$ . The findings indicated that when managers demonstrate positive attitudes to employees, employees are motivated and engaged, this in turns influences employee's performance. The current findings are in line with those of (Kougiannou et al., 2022) and (Kagaari et al., 2010), who found that, individuals perform better when they managers exhibit positive attitudes. The current findings are in line with the theory of planned behaviour indicating that leaders behaviour influence employees conduct and performance (Ajzen, 1991). The current findings are also similar to the findings by Yukl et al. (2013) who underscored the influence of positive leaders' attitude on employee commitment and performance.

Subjective norms were found to significantly influence employee performance with  $\beta = .340$  and  $p < .001$  indicating that TANESCO employees perform better when they have positive attitude on social pressure and clear expectations from their managers. This indicates that normative social influence have a significant influence in shaping employee behaviour. The results are similar to the results by Hemsworth et al. (2024) who found a significant relationship between organisational commitment and positive attitude on social pressure, the findings further showed that organisational commitment improved performance. Also, the study by Baba et al. (2025) confirmed that subjective norms influenced employees intention. The current findings are in line with the theory of planned behaviour linking the need for normative social influence in shaping behaviour, the theory assumes that subjective norms are a critical determinant of behavioural intentions. Basing on the theory of Planned Behavior, the behavior is influenced by three main things: attitudes, subjective standards, and perceived behavioral control. These variables interact to influence a person's propensity to participate in a specific behavior. Subjective norms contain an innate social component. Subjective norm is primarily caused by two essential components: normative belief (NB) and compliance motivation (MC). A normative belief is the idea of how significant others in one's life expect one to behave in particular situations. The current study found that the normative social influence of managers, have a significant influence in shaping employee behaviour and performance.

Perceived behavioral control was found to influence employee performance as indicated by  $\beta = .309$  and  $p < .001$  emphasizing that when employees feel empowered, involved and have necessary resources performs better. Perceived behaviour control is the ability a person feels to carry out a particular activity in their environment. Basing on the theory of planned behaviour perceived behavioral control is a crucial factor in predicting an individual's likelihood of engaging in a specific behavior. It focuses on an individual's perception of the ease or difficulty of engaging in that behavior (Ajzen, 1991).

This findings of this study confirm that cognitive factors and social factors interrelate to shape individual's behaviour within organisational context. All hypotheses were accepted, this reinforces the theory of planned behaviour in influencing employee performance in the workplace by promoting managerial attitudes, subjective norms and behavioural control. TANESCO and other related organisation can improve performance by promoting positive managerial attitudes, subjective norms and behavioural control on the workplace.

## V. CONCLUSION & RECOMMENDATIONS

### 5.1. Conclusion

The findings of the regression analysis confirm that managerial attitude, subjective norms, and perceived behavioral control significantly influence employee performance at TANESCO Morogoro. Together, these three factors account for 50.1% of the variance in employee performance, indicating a strong explanatory power of the model within the framework of the Theory of Planned Behavior (TPB). The study demonstrates that employee performance is shaped not only by individual perceptions but also by social and cognitive influences present in the organizational environment.

Among the predictors, subjective norms emerged as the most influential factor, suggesting that when employees perceive clear expectations and social pressures from peers and management, they are more likely to perform effectively. Perceived behavioral control also showed a significant impact, indicating that employees who feel capable, empowered, and resourced are more confident in performing their tasks efficiently. Managerial attitude, though slightly less influential than the other two predictors, remains a critical factor. Supportive, approachable, and communicative managers contribute positively to employee motivation, engagement, and ultimately performance. These results validate the TPB framework and are consistent with existing literature on leadership and workplace behavior.

### 5.2 Recommendations

Based on the results, it is recommending that TANESCO Morogoro can strengthening positive managerial attitudes. This includes clear communication, fairness, and integrity. Also, it is recommended that TNESCO should reinforce positive social norms by promoting shared understanding of performance expectations through internal communications, team discussions, and regular feedback. In addition, TANESCO should ensure that employees have access to necessary resources and autonomy in their roles. By enhancing perceived behaviour control among employees, the organisation can foster a sense of ownership and confidence that translated into performance.

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