

**FACTORS INFLUENCING EMPLOYEES' JOB SATISFACTION IN
PUBLIC ORGANIZATIONS IN TANZANIA: A CASE OF TANZANIA
ELECTRIC SUPPLY COMPANY LIMITED**

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**A DISSERTATION SUBMITTED IN PARTIAL FULFILLMENT FOR THE
REQUIREMENTS FOR THE DEGREE OF MASTER OF BUSINESS
ADMINISTRATION OF THE OPEN UNIVERSITY OF TANZANIA**

2015

CERTIFICATION

The undersigned certifies that he has read and hereby recommends for acceptance by the Open University of Tanzania a dissertation titled: *“Factors Influencing Employees’ Job Satisfaction In Public Organizations In Tanzania: A Case of Tanzania Electric Supply Company (TANESCO) Limited in Dar es Salaam”* in partial fulfillment of the requirements for the degree of Master of Business Administration of the Open University of Tanzania.

.....

Dr. Augustine Y. Hangi

(Supervisor)

.....

Date

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DECLARATION

I, **Samuel Alphonse Kafyeta**, do hereby declare that this dissertation is my own original work, and that it has not been presented and will not be presented to any other University for a similar or any other degree award.

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Signature

.....

Date

DEDICATION

I dedicate this dissertation first of all to Jesus Christ, my Lord and saviour seating on the throne in heaven and controlling both heaven and earth. Secondly, to my beloved parents, my father Mr. Alphonse Kafyeta Kabilima and mother Theresia Nzilayinka Kafyeta all living in Kasamwa, Geita. Lastly, to my wife, Apronia Samwel and my children Daniel and Eliya as they all played a great role in praying for my success in study period. They were indeed a source of encouragement throughout this period.

ACKNOWLEDGEMENT

It gives me immense pleasure to complete this dissertation in partial fulfillment for the award of a Master of Business Administration degree. This dissertation would not have been complete without contribution of several individuals. In view of that I am using this opportunity to express my gratitude to everyone who supported me throughout my course. I am thankful for their guidance, constructive criticisms and friendly advice during the dissertation work. I am sincerely grateful to them for sharing their views on a number of issues related to the project.

I express my warm thanks to Mr. Robert Magere and Ms. Dorothy Migembe for their support and guidance at TANESCO Head Office Dar Es Salaam. I would also like to thank my project external guide Engineer Ambakisye Mbangula, the Plant Manager, TANESCO Ubungo Gas Plant1, Ms. Nisile Mwakalinga, and Ms. Lilian Chale and all the people who provided me with the facilities being required and conducive conditions for my MBA study.

I am grateful to Open University of Tanzania lecturers for their guidance, commitment, technical and materials support which enabled me to attain the desired goal with regard to completion of this dissertation.

Special thanks go to my supervisor, Dr. Augustine Y. Hangi for his commitment, guidance, advice, and constructive critic from the initial development of the research proposal to the final dissertation document

ABSTRACT

This study determines the factors that influence job satisfaction in public organizations in Tanzania, using Tanzania Electric Supply Company (TANESCO) Limited as a case study. The objective of the study is to determine the factors which influence employees' job satisfaction at work places. Data were collected using questionnaires, oral interviews, and observations. Questionnaires were distributed to 210 respondents who yielded a 100 percent response rate. The findings show that most of employees were not satisfied with their jobs. The factors observed are satisfaction from job incentives, employees training and development, working environment, leadership, the extent of employees involvement in decision making, fairness and equality of employees in promotion, and managers leadership. As regards to management's strategies needed to ensure employees job satisfaction at work places, most employees were not satisfied with adequacy of efforts devoted by their organizations. The strategies in use are succession planning, employees support for training, opportunities to learn new skills, employer's recognition, compensational benefits and other allowances. As regards the extent at which job satisfaction affects employees performance, the findings are high productivity due to high workers morale, employees commitment in their work, minimal employees absenteeism, and working culture of employees. Most employees were not satisfied with the support given to them by their organizations on fulfillment of these factors. The researcher's recommendations are that, public organizations should identify incentives that increase job satisfaction among employees, secondly, train their employees to keep abreast with technological changes in their work settings,

organizations should have good leaders who can influence their employees to perform to the best of their capabilities. Third, for public organizations to grow and prosper and remain competitive they ought to demonstrate a high level of commitment to employees involvement in decision making. With respect to policy, public organizations should design policies that help to raise the level of job satisfaction among employees including investing heavily on training and development of employees, create plenty of opportunities for employees to learn new skills in their work, and putting in place clear succession planning in the organization.

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LIST OF ABBREVIATIONS

BSC	Balance Score Card
KPI	Key Performance Indicators
MBA	Master of Business Administration
M&E	Monitoring and Evaluation
MNH	Muhimbili National Hospital
OMG	One Minute Goal
OUT	Open University of Tanzania
PDP	Performance Development Plan
PSPF	Public Service Pension Fund
SPSS	Statistical Package for Social Sciences
TAFIRI	Tanzania Fisheries Research Institute
TANESCO	Tanzania Electric Supply Company Limited
USA	United States of America

CHAPTER ONE

INTRODUCTION

1.1 Introduction

This chapter presents the background of the study, statement of the problem, objectives of the study, research questions, significance of the study, and scope of the study.

1.2 Background of the Problem

Job satisfaction describes how content an individual is with his or her job. Sajio (2011) states that a positive attitude towards one's job is called job satisfaction. Job satisfaction has been defined as a pleasurable emotional state resulting from the appraisal of one's job and effective reaction to one's job; and an attitude towards ones job; Weiss (2002). Weiss (2002) argues that job satisfaction is an attitude but points out that researchers should clearly distinguish the objects of cognitive evaluation which affect emotion, beliefs and behaviors. This definition suggests that we form attitudes towards our jobs by taking into account our feelings, our beliefs and our behaviors.

Judge (2008) defines the term job satisfaction as a positive feeling about one's job resulting from an evaluation of its characteristics. A person with a high level of job satisfaction holds positive feeling about the job, while a person who is dissatisfied holds a negative feeling about the job. There are many attributes that may lead an employee to job satisfaction including good pay, the size of the desk, future development prospects, etc. At present, job satisfaction has been an important issue.

People are interested to work in the organization as well as the services where they get more satisfaction. It is human behavior. But really how far such job satisfaction is ensured in different jobs? It is the interest of the proposed study to analyze job satisfaction from organizational perspective.

People management is an important aspect of organizational processes. This emanated from the recognition that the human resources of an organization and the organization itself are synonymous (Mahamuda, 2011). A well-managed business organization normally considers the average employees as the primary source of productivity gains (ibid). These organizations consider employees rather than capital as the core foundation of the business and contributors to firm development. To ensure the achievement of firm goals, the organization creates an atmosphere of commitment and cooperation for its employees through policies that facilitate employee satisfaction. Satisfaction of human resource finds close links to highly motivated employees. Motivated employees then develop loyalty or commitment to the firm resulting to greater productivity and lower turnover rates (ibid).

Despite the widespread recognition of the importance of facilitating the job satisfaction of employees in a bid to secure organizational commitment, there are varying perspectives on the means of doing this. The earliest strategy is to use wage increases to link job satisfaction to organizational commitment (Hill & Wiens-Tuers 2002). With the recognition that this is not enough to bring about job satisfaction, other perspectives emerged giving particular importance to the training and skills development of employees (Woodruffe 2000) applied through the underlying principle of continuous organizational learning. Since this covers only an aspect of

human resource management, a holistic approach emerged that targets the development of a certain quality of employment life (Champion-Hughes 2001) that covers fair wages, benefits, other employment conditions, and career development to support the facilitation of motivation and job satisfaction directed towards organizational commitment.

This means that achieving job satisfaction is not simple or easy and works according to the context of individual firms. Although, there are best practices within industries, it is up to the individual organizations to determine which human resource strategies meet its needs and objectives (Mahamuda, 2011).

A high rate of employees' satisfaction towards their job is directly related to lower turnover rate, and also keeping employees satisfied with their careers is a major priority for every employer. The researcher felt, it is worthwhile researching on the factors influencing employees job satisfaction in organizations because of the turnover tendencies manifested by employees in organizations despite the economic turndown including high unemployment rate. The researcher also felt that, most organizations strive very hard to motivate their employees in order to increase the level of job satisfaction among its employees. Organizations for example, have policies stipulating the terms and conditions of employment applicable to all employees in the organization including their motivational packages.

Job satisfaction is a very important attribute which is frequently measured by organizations. The most common way of measurement is the use of rating scales where employees report their reactions to their jobs. Questions relate to rate of pay,

work responsibilities, variety of tasks, promotional opportunities, succession planning, the work itself and co-workers. Some questionnaires ask yes or no questions while others ask to rate satisfaction on 1 – 5 scale where 1 represents “strongly disagree” and 5 represents “strongly agree”.

1.3 Statement of the Problem

Job satisfaction is a topic of wide interest to both the employees and their organizations (Mahamuda, 2011). This is because employees' job satisfaction and dissatisfaction have an impact on the employees practice in any organizational settings. If the level of job satisfaction among most employees in the organization is low they may slowdown efforts they put in the company operations. This has a direct impact on productivity or performance of the organization which may, as a result fall down. Champoux (2000:151) states that managers should understand and satisfy the needs of their subordinates in order to attain optimum output.

An employee's overall satisfaction with his or her job is the result of a combination of many factors, financial compensation being one of them. Management's role in enhancing employees' job satisfaction is to make sure that the work environment is positive, morale is high and employees have the resources they need to accomplish the tasks they have been assigned. Matloga (2005) indicates that job dissatisfaction may result from lack of resources, facilities and environment. The study intends, amongst other aspects to determine the management's strategies in order to enhance job satisfaction among its employees. As earlier pointed out, it is the role of every Manager to take into account the general well being of their staff. This is essential in order to create an environment that is both conducive and harmonious for every role

player of an organization (Mahamuda, 2011). In order to achieve this, managers will have to make some study on what exactly contributes to high job satisfaction among employees. Public organizations has endeavored in a number of ways to motivate their employees in an effort to enhance job satisfaction among them including establishment of policies on compensation or remuneration; policy on salary payment, payment of special recognition awards, payment of meal allowances, long service awards, payment of overtime allowance, housing allowance, motor vehicle allowance, and staff traveling. This emanates from recognition that employees of the organization are the primary source of productivity gains.

Despite all these efforts it is still evident that a number of its employees leave the organization for greener pastures. Employees, especially those from the managerial cadre are continually resigning despite the attractive remuneration packages and fringe benefits that are being offered to them. Maniram (2007) states that if job satisfaction is not well observed, it may lead to poor productivity, high absenteeism, and turnover.

It is from this viewpoint that this study aims at investigating the causative factors of this negative tendency among others.

1.4 Research Objectives

1.4.1 General Objective

The purpose of this study is to determine the factors which influence employee's job satisfaction at work places, using Tanzania Electric Supply Company (TANESCO) Limited as a case study.

1.4.2 Specific Objectives

- (i) To determine the factors influencing employees' job satisfaction at their work places
- (ii) To identify the Management's strategies which are applicable in ensuring employees' job satisfaction at their work place.
- (iii) To determine the extent at which employees' level of job satisfaction affects employees' performance.

1.5 Research Questions

- (i) The proposed study attempts to answer the following questions:
- (ii) What are the factors influencing employees' job satisfaction at work places?
- (iii) What are the Managements' strategies that are applicable in ensuring employees' job satisfaction at their work places?
- (iv) To what extent does the level of job satisfaction affect employees' performance?

1.6 Significance of the Study

The study will help to gather or find out knowledge which, if adopted by management of organizations, will improve job satisfaction among employees. The study will also provide the basis for good company policies related to job satisfaction and human resource policies as a whole; hence it will enable companies to design effective human resource policies for implementation by various organizations. The study findings may also serve as a provoking resource that can inspire and arouse other researchers' curiosity to conduct related studies on job satisfaction.

Consequently, the study will contribute profoundly to the existing body of knowledge and literature related to Human Resources Management in organizations.

As regards managerial practices, the study will contribute to changes in attitudes of managers towards employees and the need to improve working conditions/relations and job satisfaction at work places. Bringing at work place new employees values is a distinctive body of management practice upon which job satisfaction among employees will be enhanced. Managers through this study will be enlightened on areas where, if well applied, will improve job satisfaction among employees tremendously. This study will act as a fountain of knowledge and an important source of information in providing guidelines for improving job satisfaction among employees at work places in organizations

1.7 Scope of the Study

Chapter one will give the introduction section which among others include, job satisfaction among employees in public organizations, statement of the research problem, objectives of the study, significance of the study and the scope of the study. Chapter two will provide literature review, job satisfaction as a term, theories of job satisfaction, their strengths, weaknesses, and position of the study. It will also include a selection of the theory to guide the study and empirical studies. Chapter three will describes the research designs, methods of data collection and data analysis. Chapter four will report the research findings. Finally, Chapter five will come up with discussion of the study findings, conclusion, and recommendations.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This Chapter provides detailed literature review related to job satisfaction of employees' at work place with a particular focus on the conceptual, theoretical and empirical issues. The chapter is divided in five main sections. The first section reviews the theoretical literature on the concept of job satisfaction and the way it is used in this study. The second section is dedicated to the empirical literature review on the subject of job satisfaction and the way they are related to this study. The third section discusses the conceptual framework. The fourth section reviews the research hypothesis, and the fifth section gives in a nut shell the summary of the findings of the whole chapter.

2.2 Theoretical Literature Review

Different authors have different approaches towards defining job satisfaction. Some of the most commonly cited definitions on job satisfaction are analyzed in the text that follows. Hoppock defines job satisfaction as any combination of psychological, physiological and environmental circumstances that cause a person truthfully to say I am satisfied with my job (Hoppock, 1935).

According to this approach although job satisfaction is under the influence of many external factors, it remains something internal that has to do with the way how the employee feels. That is job satisfaction presents a set of factors that cause a feeling of satisfaction. Vroom in his definition on job satisfaction focuses on the role of the

employee in the workplace. Thus he defines job satisfaction as affective orientations on the part of individuals toward work roles which they are presently occupying (Vroom, 1964).

Another most cited definition on job satisfaction is the one given by Spector, who asserts that job satisfaction has to do with the way people feel about their job and its various aspects. It has to do with the extent to which people like or dislike their job. That is why job satisfaction can appear in any given work situation. Job satisfaction represents a combination of positive or negative feelings that workers have towards their work (Mahamuda, 2011). Meanwhile, when a worker is employed in an organization, he/she brings within it the needs, desires and experiences which determine expectations that he has dismissed. Job satisfaction represents the extent to which expectations are and match the real awards. Job satisfaction is closely linked to that individual's behaviour in the work place (Davis et al., 1985). Job satisfaction is a worker's sense of achievement and success on the job. It is generally perceived to be directly linked to productivity as well as to personal well-being. Job satisfaction implies doing a job one enjoys, doing it well and being rewarded for one's efforts. Job satisfaction further implies enthusiasm and happiness with one's work. Job satisfaction is the key ingredient that leads to recognition, income, promotion, and the achievement of other goals that lead to a feeling of fulfillment (Kaliski, 2007).

Job satisfaction can also be defined as the extent to which a worker is content with the rewards he or she gets out of his or her job, particularly in terms of intrinsic motivation (Statt, 2004). The term job satisfaction refers to the attitude and feelings people have about their work. Positive and favorable attitudes towards the job

indicate job satisfaction. Negative and unfavorable attitudes towards the job indicate job dissatisfaction (Armstrong, 2006). Job satisfaction is the collection of feeling and beliefs that people have about their current job. People's levels of degrees of job satisfaction can range from extreme satisfaction to extreme dissatisfaction. In addition to having attitudes about their jobs as a whole, people also can have attitudes about various aspects of their jobs such as the kind of work they do, their co-workers, supervisors or subordinates and their pay (George et al., 2008).

Job satisfaction is a complex and multifaceted concept which can mean different things to different people (Mahamuda, 2011). Job satisfaction is usually linked with motivation, but the nature of this relationship is not clear. Satisfaction is not the same as motivation. Job satisfaction is more of an attitude, an internal state. It could, for example, be associated with a personal feeling of achievement, either quantitative or qualitative (Mullins, 2005). We consider that job satisfaction represents a feeling that appears as a result of the perception that the job enables the material and psychological needs (Aziri, 2008). Job satisfaction can be considered as one of the main factors when it comes to efficiency and effectiveness of business organizations. In fact the new managerial paradigm which insists that employees should be treated and considered primarily as human beings that have their own wants, needs, personal desires is a very good indicator for the importance of job satisfaction in organizations. When analyzing job satisfaction the logic that a satisfied employee is a happy employee and a happy employee is a successful employee.

The importance of job satisfaction specially emerges to surface if had in mind the many negative consequences of job dissatisfaction such a lack of loyalty, increased

absenteeism, increase number of accidents etc. Spector (1997) lists three important features of job satisfaction. First, organizations should be guided by human values. Such organizations will be oriented towards treating workers fairly and with respect. In such cases the assessment of job satisfaction may serve as a good indicator of employee effectiveness. High levels of job satisfaction may be sign of a good emotional and mental state of employees.

Second, the behaviour of workers depending on their level of job satisfaction will affect the functioning and activities of the organization's business. From this it can be concluded that job satisfaction will result in positive behavior and vice versa, dissatisfaction from the work will result in negative behaviour of employees. Third, job satisfaction may serve as indicators of organizational activities. Through job satisfaction evaluation different levels of satisfaction in different organizational units can be defined, but in turn can serve as a good indicator the changes that would boost performance, so much so that they should be made.

Here are some major theories of job satisfaction which are relevant to job satisfaction among employees in organizations. The first theory is “the needs hierarchy theory”, the theory that was developed by Abraham Maslow (1942). Abraham Maslow’s hierarchy of needs theory states that “... the human needs are classified in a hierarchy which is normally represented in the form of a pyramid with the more basic needs lying at the base and each higher level consisting of a particular class of needs (physiological, safety, belongingness, esteem, self actualization)”. Abraham Maslow proposed that we have five levels of needs which are best seen as hierarchy with the most basic needs emerging first and most sophisticated needs last. People

move up the hierarchy one level at a time. Gratified needs lose their strength and the next level of needs activated. Once basic or lower level needs are satisfied then higher level needs become operative.

Maslow's hierarchy of needs has proved to be a valuable guide to managerial personnel regarding employee's individual needs. This theory seems to be particularly relevant to employees because meeting the basic survival needs for food, shelter and security are major daily challenges for organizations in many countries (Bennell, 2007). Failure to provide basic survival needs can seriously impair the realization of higher level needs without which effective employees performance cannot be attained.

The theory also influences management deliberations in respect of job design, pay, and reward structures. On the other hand, Maslow's hierarchy of needs theory though useful to managers, is not without shortcomings. Firstly, employee's needs cannot dominate employee's behavior; in turn it is possible to have more than one set of needs simultaneously dominating employee's behavior.

Studies have indicated that not all people have a five level classification of needs; some may have as few as two levels only. Secondly, the theory ignores the capacity of people and those around them to construct their own perception of needs and how they can be met. The theory is unable to predict when a particular need will be manifested because there is no clear relationship between needs and behavior. Although Maslow's theory has received only limited empirical support (Hoy and Miskel, 1991), it is a useful framework to guide this study.

2.3 Empirical Literature Review

Muze (1987) conducted a study entitled “Shortage and Job Satisfaction among Teachers in Public Secondary Schools in Tanzania Mainland”. The general objective of his study was to identify and analyze the causes of perennial shortage of teachers in Tanzania Secondary Schools, and to determine the relationship between shortage and job dissatisfaction and their general disenchantment with the profession. The methodology used in identifying the shortage of teachers in schools was: reviewing various reports from the Ministry of Education, interviewing Heads of schools, and administering questionnaires. In this study, the questionnaire was used as the key instrument to gather information concerning job satisfaction because it does not require sophisticated instruments and special skills for its administration.

In addition, a questionnaire can be easily manipulated statistically. In this study, the questionnaire technique utilized various methods to measure the importance and degree of satisfaction and dissatisfaction of specific work factors. Generally, the findings in Muze’s study, showed that workers who are not satisfied with their jobs are likely to quit, whether or not they admit that dissatisfaction is the reason for resigning. Muze argued that job dissatisfaction is one of the major causes of teachers quitting the teaching profession in Tanzania.

The literature gaps that may be adduced from this study are that, the study did not include private schools which is also a major area taking a large number of teachers nowadays. Therefore, the study was not exhaustive as teaching profession is very wide, considering the fact that they range from nursery schools, primary schools, secondary schools, Advanced level secondary schools to universities. Another

weakness is that the findings were based on views of stakeholder respondents and secondary data only. What about private school teachers and other school employees? It left much room for further study on job satisfaction particularly on changes and implications regarding the increasing competition from private school employers who might be offering better attractions to employees.

Njagwa (2003) conducted a study entitled “Job Satisfaction among Graduate Teachers in Secondary Schools in Dar es salaam Region”. The objective of the study was to assess the level of job satisfaction of graduate teachers in public and private secondary school teachers in Dar es Salaam. The methodology employed was a survey approach to gather data. The study was conducted in Dar es Salaam where most of the political, social and economic activities are taking place. The population was 2,668 graduate teachers in both public and private schools in 2001 in Tanzania, whereas Dar es Salaam had 851 teachers. A sample of 180 teachers was taken. Data were mainly collected through questionnaires. The study was descriptive in nature. All data gathered were analyzed by using Statistical Package for Social Sciences (SPSS).

The findings of the study revealed that teachers were dissatisfied with working conditions and incentives and were least dissatisfied with school climate and working relations. Also, the graduate teachers in private schools were more satisfied than those in public schools. Furthermore, male teachers were more satisfied than female teachers. The weakness of this study is that it was confined to a specific sub-group of teachers in secondary schools (graduate teachers). It did not cover any other group of teachers such as diploma holders, certificate holders and other employees in

various sectors of the economy. In most organizations, the question of job satisfaction touches almost every employee ranging from junior sewage cleaners to white collar jobs; ranging from operational level management to strategic senior level management.

Therefore, it is obvious that confining the study to graduate teachers alone made it fail to capture the greatness of the problem of job satisfaction in employment. As such, this study cannot stop further study on the subject of job satisfaction.

Hafen (1969) conducted a study on “Job Satisfaction among Health Educators”. The general purpose of this study was to examine both demographic and work variables that may influence the job satisfaction of college health educators.

The methodology which the study employed in data collection was the questionnaire and interview of health educators. The instruments were designed to collect data on three dimensions: the degree of importance health educators attached to selected work factors; the degree to which each of the work factors is being satisfied in each individual’s present position; and demographic factors which may predict the job satisfaction.

A sample of population of 396 was drawn from the faculties of departments of health educators in eight colleges and universities in the United States of America (USA) that offer undergraduate, or graduate degree programs in health education.

The findings from this study included the work factors utilized for the study which proved to be meaningful contributors to the job satisfaction of college health

educators; college health educators are least satisfied with their income and most satisfied with work itself. The following work variables are those that were found to significantly contribute to the job satisfaction of college health educators: salary, academic rank, importance ranking of work factors, reason for entering the field of health education, professional designation, health education concentration, length of time in the present position, geographical location, membership in the professional organizations, population size of the community, student body size, amount of time devoted for research, amount of time devoted for consultation, sex, length of time in the field of health education, and type of Institution.

The study was done in the USA, one of developed countries where environment and other work settings or variables are stable different from those of poor countries like Tanzania. It cannot suffice the circumstances engulfing those working in rural health centers in villages which are widely regarded as being considerably more difficult and thus more de-motivating than those in universities in urban areas mainly due to poor living and working conditions. Therefore, there is still a need to conduct a further study to cater for employees at large.

Mumba (2006) in her paper entitled “Factors impeding job satisfaction among employees in Tanzania work organizations, the case of Muhimbili National Hospital”, had the overall aim of assessing the factors impeding job satisfaction among Health workers in Tanzania. The methodology used in the collection of data was structured questionnaires. The units of analysis were different departments of the Muhimbili National Hospital (MNH) which were physically visited to collect information.

Data were collected from sampled medical practitioners, nurses, and administrators and profiles of target groups were gathered. The study design was a descriptive and cross sectional in nature. The sample was drawn from the list of doctors, nurses, and technicians in the respective departments of MNH. Data were analyzed through the Statistical Package for Social Sciences (SPSS) program. The study findings were that, all respondents 100 percent said poor salary was the main factor that hindered job satisfaction. Also 90 percent of respondents agreed that the organization is poorly managed by the Director of Human resources; there is lack of transparency and bureaucracy by administrators who lack basic management skills.

The study gap includes the fact that, it centered mainly on work environment as the major factor influencing job satisfaction. It is plainly clear that work environment alone cannot be a panacea or an infallible technique to tackle all job satisfaction issues. Therefore, there is a need to be complemented by other factors that were not well dealt with by this study. Worse still, the study based only on one hospital, a referral one, which receives a very special government attention. The management may be different from other lower level hospitals like regional, district, and health centers scattered all over the country. Therefore, there is need to study further as far as job satisfaction among employees is concerned.

Dede (2008) wrote a paper entitled “The Impact of Job Satisfaction on Staff Commitment to Organizational Goals, the case of Tanzania Fisheries Research Institute (TAFIRI)”. The aim of the research was to explore the factors influencing job satisfaction and organizational commitment in research Institutions. The methodology applied was a research design called descriptive cross-sectional survey.

The survey included interviewing and administering questionnaires to a sample of individuals, and documentary reviews. The study found that some demographic characteristics can affect a person's level of job satisfaction and hence commitment to the organization.

The findings also revealed that, management might be able to increase the level of commitment to the organization by increasing satisfaction with compensation, organizational policies, working conditions, and supervision (human aspect). This could be achieved by encouraging departmental meetings and involvement of staff members in decision making.

The gap left by this study is that, the study was undertaken to determine the influence of demographic and some selected non demographic variables to employees' job satisfaction and organizational commitment, as such, it had some few selected variables and consequently, it could not capture much behavioral constructs related to the study on job satisfaction.

Luhanga (2006) conducted a study on "Gender Differences in Managerial Job Satisfaction, a Study of Tanzania Bank Managers". The overall objective of her study was to investigate the impact of occupational levels on the job satisfaction of male and female bank managers in Tanzania. The study surveyed on managers of the registered banks with head offices in Dar es Salaam.

The methods of data collection were questionnaires and interviews. The questionnaires were used to measure variables indicated to have relationship to job

satisfaction. Data collected were analyzed using various techniques including both quantitative and qualitative analysis tools. Descriptive statistics including mean and standard deviations were used to summarize the data.

The findings indicated that there are job satisfaction differences between male and female bank managers in Tanzania. Also, the findings revealed that, there was a clear gender-gap in occupational levels. There are more men than women in both senior and middle level management. Female bank managers were less satisfied with their pay and company policies and practices. Education was the major factor causing the gendered occupational gap.

It is a good study that has managed to bring a comprehensive set of findings regarding gender differences in managerial job positions. However, it expressed gender superiority of one over another. However, it did not address job satisfaction issues as a cross cutting issue between both sexes, and as such the study erred in facts in not holding the problem for both sexes. Therefore, a need for further study on job satisfaction is still crucial.

Mushema (2008) carried out a study on “Job Satisfaction among Employees in the Public Sector, the case of Public Service Pensions Fund (PSPF)”, with the purpose of assessing the overall level of job satisfaction of the employees under PSPF. The methodology of the study was a descriptive survey design. The instruments of data collection used were questionnaires and documentary reviews. The study examined PSPF employees’ level of satisfaction with job motivators and hygiene factors, and also the relationship between selected employees demographic characteristics and

their overall job satisfaction. The study noted that about 50% of employees were generally satisfied with their job; 50% expressed neutrality towards the assertion that “the current job was just transitional”. The study gap is that job satisfaction is determined by many factors not job motivators and hygiene factors alone. Also, the organization studied was at its infancy stage, as it was established in 2004 and the study was conducted in 2008. Management stability obviously differs from old and matured organizations. A lot can still be explored by conducting a study on matured organizations.

Sambuguni (2008) carried out a study on “Factors Affecting Employees’ Job Satisfaction in Military Services in Tanzania, the case of Public Employees under the National service”. The objective of the study was to find the extent to which employees’ level of satisfaction influences organizational achievement.

This was a qualitative research with questionnaires, documentary reviews, and interviews as a methodology of study. The study revealed that 40 percent of the respondents were satisfied with their job; 30 percent were not satisfied; 50 percent of total respondents were not satisfied with working conditions; and 75 percent were not satisfied with salary given to them. And among the factors contributing to job dissatisfaction among public employees were poor working conditions, insufficient salary, and poor recognition.

This study was based on military institutions. It is an open fact that the management and set up systems are very different from non-military business organizations. It is from this view point that we are of the opinion that generalizing motivational factors

revealed by the study conducted to military institutions may not necessarily conform to factors affecting employees' job satisfaction in civilian business work organizations. This view necessitated the conduction of a similar study but to a civilian business organization.

2.4 Conceptual Framework

As a term, job satisfaction is a construct in a sense that it is defined differently by different scholars and practitioners. However, there are several definitions which are most commonly cited by researchers. According to Hoppock (1935), job satisfaction is any combination of psychological, physiological, and environmental circumstances that cause a person truthfully to say, "I am satisfied with my job". It is also defined as any pleasurable or positive emotional state resulting from appraisal of one's job or experience (Locke, 1976). Furthermore, Vroom (1982), who used the term "job satisfaction" and job attitudes interchangeably, defined job satisfaction as "...affective orientations on the part of individuals towards work roles which they are presently occupying"

We note here that, although the above three definition vary; what is common in them seems to be the fact that job satisfaction is a job related emotional reaction and could be influenced by physical, environmental, and even psychological/emotional factors. Other theorists like Brayfield and Rothe (1951) suggested that job satisfaction is the "individual attitude towards his work", while Smith, *et al.* (1989) believed that job satisfaction was the extent to which "... the work environment (fulfills) the requirements of the individual". Spector (1997) defined the term job satisfaction as "how people feel about their jobs and different aspects of their job; it is the extent to

which people like (satisfaction) or dislike (dissatisfaction) their jobs.” One of the earliest conceptualizations of job satisfaction was proposed by Herzberg (1966) and his associates.

Herzberg (1966) looked at the causes of job satisfaction in an attempt to more fully understand what motivates people at work and from his research proposed a two factor theory. Herzberg (1966) believed that job satisfaction consisted of two distinct dimensions. One called “hygiene factors” involved the environment surrounding a “job” and included such extrinsic aspects as supervision, money, job security, company policy, quality of interpersonal relations, working conditions, and status.

Herzberg (1966) called the second dimension of job satisfaction “motivator factors” which were related to job tasks, job content and intrinsic aspects of a job and included such aspects as recognition for achievement, sense of having done a job well, having responsibility, an opportunity for personal growth and achieving recognition for your work. Herzberg (1966) reasoned that satisfying hygiene factors cannot lead to job satisfaction, but the absence of such factors cannot lead to job dissatisfaction.

Motivators and hygiene factors are qualitatively different and have different effects. If the objective is to remove dissatisfaction, then the organization will need to improve the hygiene factors. However, improving them beyond the level at which dissatisfaction disappears will not result in an increase in satisfaction. The only way satisfaction can be increased further is by giving more motivators. The converse also applies that giving more of motivators may not, by itself, remove dissatisfaction. For

Herzberg (1966), therefore, the opposite of satisfaction is not dissatisfaction, it is merely no satisfaction, and equally, the opposite of dissatisfaction is not necessarily satisfaction, simply no satisfaction. Unfortunately, empirical evidence for Herzberg's theory is very scarce. Thus, Herzberg's conceptualization of job satisfaction though unique, has not received much support in the job satisfaction literature and is thus of little value.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This Chapter presents details of the methodological approach to this study. It opens with research design to be adopted and proceeds with justification for sampling, sample size, measurement and scaling techniques, as well as methods of data collection.

3.2 Research Design

According to Kothari (2004), a research design is the arrangement of conditions for collection and analysis of data in a manner that aims to combine relevance to the research purpose with economy in the procedure. It is a blue print that enables the researcher to come up with solutions to the problems. The purpose of research design is to develop and evaluate causal theories. Research design is not related to any particular method of collecting data. This research design helps the study to minimize the chance of drawing incorrect causal inferences from data. The selected approach helped the researcher in the collection, analysis and interpretation of data (Best and Khan, 1998).

This study used qualitative and quantitative approaches. A qualitative approach attempts to understand the behavior of people in an organization by getting to know them and their values. A quantitative approach dealt with the computation of empirical variables. This study employed a case study design because a case study is not a single qualitative techniques but it applies several methodologies. Therefore this approach involved application of different data collection methods in order to

understand the cause, effect and solution of any possible factors influencing job satisfaction of employees in organizations.

3.3 Survey Population (Target)

By the end of 2009 TANESCO had a total of 5,545 employees with complementing competencies and served a total of 837,960 households (customers) country wide. Population is a group of individuals who have one or more characteristics that are of interest to the researcher (Best and Khan, 1998). The target population for this study comprised of different categories of employees in TANESCO Ltd including normal employees, supervisor/administrator, managerial position, and short term contracts.

3.4 Study Area

This study was conducted at TANESCO head Office which is situated in Dar es Salaam Tanzania. The main reasons for conducting the study at head office are that, TANESCO has a centralized organizational structure whereby all major decisions are centrally done at head office; the branches in the region can perform only those decisions delegated to them or else have to seek for approval for any other matters of interest. In addition, the researcher cannot afford the cost of going to the regions since TANESCO's branches are scattered all over the country.

3.5 Sample Size

According to Babbie (1992), the sample is a segment of population in which a researcher is interested in gaining information and drawn conclusion. While selecting a sample size, researchers are advised to put into consideration three important aspects, namely the availability of the population, methods of sampling to be used,

and the financial resources available for the facilitation of the specific study (Charles, 1995). The total universe in this research is TANESCO employees who are 5,545 in total. TANESCO head office has 800 employees. The sample size of this study was 210 people which was 26.25 percent of the population comprising of 29 people from managerial position, 56 supervisors/administrators, and 125 normal employees all totaling to 210 employees.

3.6 Sampling Procedure

The study used a stratified random sampling in which the population was divided into several sections of the departments. Then random sample was drawn from each strata “section” or “department” depending on the availability of respondents in each section. Those available in the office were issued some questionnaires as per stated arrangements. The sample was a correct representative as was drawn from each section which means each section was well covered or represented.

3.7 Data Collection Method

According to Krishnaswami (2002:197) data are facts, figures and other relevant materials, past and present that serve as basis for the study and analysis. He further states that data may be classified into primary and secondary sources. In this study, primary data was collected using questionnaires, oral interviews and observation.

3.8 Instruments of the Study

The study employed questionnaires, oral interviews and observations in the research process with the aims of exploring deeply to get the hidden findings.

3.8.1 Questionnaires

In this study, data were collected by use of questionnaires. By the use of this instrument, information on respondents' demography such as age, sex, education, gender, work experience, employment terms and professional affiliations were collected. Additionally, the same instruments were used to gather information about job characteristics such as salary and contract length, role functions, and the intent to remain in their job. These questionnaires were distributed to 29 people from managerial position, 56 supervisors/administrators, and 125 normal employees as stipulated in the sample strata. Respondents were accorded opportunities to show the extent of satisfaction on their jobs on each question by checking if they strongly agree, agree, not sure, disagree or strongly disagree with the job satisfaction variable they were asked.

3.8.2 Oral interviews

For all those responses that were not well grasped through questionnaire the study applied interview method. The study applied non-standardized (qualitative) research interview to collect data. The researcher conducted interview with those respondents in the managerial level on gathering more information on strategies for improving job satisfaction level among employees.

3.8.3 Observations

The study used observation method in its data collection strategy. The researcher took the role of participant observation. This was much easier since the researcher was also an employee of the organization under the study, therefore assumed the role of practitioner researcher.

3.9 Data Analysis Techniques

This study employed a qualitative method of data analysis. This was because employees' job satisfaction has a natural setting, uses interactive and humanistic method and their job satisfaction is fundamentally interpretive. The qualitative method was preferred because it could help the study to look into what job satisfaction was to TANESCO employees and to identify factors influencing their level of satisfaction.

CHAPTER FOUR

RESEARCH FINDINGS

4.1 Introduction

This study is about determining the factors which influence employee's job satisfaction at work places, using Tanzania Electric Supply Company (TANESCO) Limited as a case study. The sample size for this study involved 210 staff working under different departments, regions and districts, both at the managerial level and non-managerial level. The study also considered staff under all terms of employment i.e. on permanent and time defined basis. The data was analyzed using computer based software SPSS 20.0 and the results have been presented in tables and figures. The findings are provided in the context of descriptive and findings as per study objectives.

4.2 Descriptive Findings

Findings are presented in the context of Age, Sex, Education level, Working Experience, Employment Terms, Occupation, Specialty and Working position and also according to the findings adduced from the respondents on the subject matter.

4.2.1 Age Distribution of Respondents

The first commonly identified variable in the research on demographic characteristics is age. Worker's age has been found to have a negative impact on worker's job satisfaction (Buzawa, 1984). This means that younger workers are more satisfied with their jobs than their senior counterparts. In this study, respondents were asked to indicate their age in the appropriate space provided. The result shows that

the age group between 41 and 50 years were 140 (66.7 percent) respondents. This was followed by 65 (30.9 percent) respondents in the age group of 30 and 40 years, while the age group below 30 was only 4 (1.9 percent) respondents. The age group between 51 and 60 years had 1 (0.5 percent) respondents as table 1 illustrates.

In addition, 72 percent of the respondents were married while 28 percent of the total sample was not married. This implies that the majority of the respondents had family responsibilities. As such, they could not quit the organization at any time as they are worried about their family responsibilities hence tying them down. Mboya (2009) pointed out that family responsibilities may act as a barrier to employee mobility, from one organization to another, unless one is assured of getting the best employment opportunity.

Table 4.1: Age of Respondents

Age Distribution	Number of Respondents	Percentage
Below 30 years	4	1.9
30 – 40 years	65	30.9
41 – 50 years	140	66.7
51- 60 years	1	0.5
Total	210	100.00

Source: Field Data (2015)

As Table 4.1 illustrates, the majority of the respondents were aged between 41 and 50 followed by those aged between 30 and 40. This implies that the majority of the respondents were in the productive age and that the organization could continue to utilize them for a longer and meaningful period. Also, this result implies that the

respondents were matured enough to give creditable responses based on actual experience.

4.2.2 Gender of Respondents

The most important demographic variable that receives huge attention in job satisfaction research is sex. A number of empirical studies on job satisfaction have suggested that female workers have lower level of job satisfaction than their male counterparts because male officials dominate most of the public organizations. In this study, the target number of respondents was 210 to whom the questionnaires were distributed. Of the total number of respondents, 210 (100 percent) returned the questionnaires. The findings show that 185 (88.1 percent) were male and 25 (11.9 percent) were female respondents as Table 4.2 demonstrates:

Table 4.2: Gender of Respondents

Gender of Respondents	Number of Respondents	Percentage
Male	185	88.1
Female	25	11.9
Total	210	100.0

Source: Field Data (2015)

The results presented in Table 4.2 show that the majority of the respondents selected were male. This also shows that the institution had more male than female employees. This raises questions on the public organizations implementation of the policy of ensuring equal opportunities for male and female applicants in the employment process. On the whole, there was gender imbalance among employees in the organization. All in all, this is common in Tanzania; most employees in many organizations both Government and Private Companies are male. The government is

in efforts to bridging the gender gap in all sectors. As for the case of the organization under this study which is a technical corporation, it is very difficult to get adequate number of female employees. In schools the number of female students would decrease as go up in the education system especially in Engineering and Science related subjects.

4.2.3 Education Level

Another common demographic variable studied is educational level. Most of the researches on the relationship between education level and job satisfaction yield consistent findings. Especially Griffin, Dunbar & McGill (1978) found that workers with higher educational level would tend to be more satisfied with their job than workers with lower educational level. The study also set out to establish respondents' level of education and found that the majority of the respondents have a bachelor's degree as evidenced by 128 (60.5 percent), while 23 (10.9 percent) of the respondents have masters degree and 43 (20.5 percent) of the respondents have the diploma level. This is an indication that about 71.4 percent of the staff at these branches have the university education level of at least first degree. At the time of this study only 4 (1.9 percent) of the respondents reported to have different added education profession qualifications such as: Certified Public Accountant (CPA); Procurement and Supplies Professionals and Technicians Board (PSPTB) qualification; Certified Professional Banking (CPB). However, the study also found that there were 15 (7.1 percent) employees with certificates attained after the Secondary school education level (Form IV and VI leavers) and only 1 (0.1 percent) had primary education level as illustrated in Table 4.3.

Table 4.3: Respondents' Education Levels

Education Level	Frequency	Percent
Primary school leavers	1	0.1
Certificate	15	7.1
Diploma	43	20.5
Bachelors Degree/ Advanced Diploma	128	60.5
Masters Degree	23	10.9
Others	4	1.9
Total	210	100.0

Source: Field data, (2015)

Table 4.3 demonstrates that the organization have a good number of graduates. This implies that the respondents had sufficient academic qualifications to read and understand the questionnaire properly and, therefore, provide informed answers.

4.2.4 Work Experience of Respondents

The respondents were also asked to provide information on their work experience to their organization. The selection of respondents for the purpose of this study was done with regard to their duration of service. The findings show that the largest number of respondents had stayed between 16-25 years of services within the institution constituting of 120 (57.1 percent). This was followed by those respondents with less than 5 years of services who were 33 (15.7 percent), 30 (14.3 percent) other respondents had spent between 5 and 10 years, while 13 (6.2 percent) respondents had stayed between 11 and 15 years of services. Moreover, 14 (6.7 percent) respondents had spent more than 25 years of services within the organization. This breakdown has been presented in Table 4.4.

Table 4.4: Work Experience of Respondents

Work Experience	Number of Respondents	Percentage
Less than 5 years	33	15.7
5 – 10 years	30	14.3
11 – 15 years	13	6.2
16 – 25	120	57.1
More than 25 years	14	6.7
Total	210	100.0

Source: Field Data (2015)

As Table 4.4 illustrates, the majority of the respondents surveyed had worked for the organization between 16-25 years and less than 5 years of services, which implies that more and more employees were leaving the organization to join other organizations.

The reasons for a long-established institution to have a large number of employees between 16-25 years and / or less than 5 years of work experience could be attributed to high turnover due to failure to retain the majority over a sustainable period. In consequence, they are forced to hire newly graduated or fresh graduates to fill the vacant posts. On the whole, the study also revealed that about 14 (6.7 percent) of the respondents have the working experience of more than 25 years.

This implies that somehow the institution is able to retain its staff as many staff had managed to stay with the same employer. Hence, the duration of service with the same employer was also considered to be an important factor in determining the understanding of a person on the factors which influence employee's job satisfaction at work places at Tanzania Electric Supply Company (TANESCO) Limited.

4.2.5 Employment Terms of the Respondents

Respondents were required to indicate their employment contract terms with the same employer. Table 4.5 summarizes the responses as shown below:

Table 4.5: Employment Contract Terms

Contract Type	Frequency	Percent
Permanent	162	71.1
Time defined	48	22.9
Total	210	100.0

Source: Field data, 2015

Table 4.5 demonstrates that the majority of employees have been employed under the permanent and pensionable contracts. About 162 (71.1 percent) of the respondents of the total respondents have been permanently employed while only 48 (22.9 percent) respondents have been employed on time defined basis. This implies that the institution considers employees as an asset for the long term service hence treating them as permanent and pensionable employees. As a result, the majority of the respondents had enough experience and knowledge of their employer to deliver the information required for this study.

4.2.6 Occupation Specialty and Working Position

Respondents were also asked to indicate their occupation specialty and working position. Table 4.6 shows the respondents occupation specialties involved in the study. The study findings in Table 4.6 shows that 125 (59.5 percent) of the respondents occupation specialty are non-managerial staff or normal employees while 56 (26.7 percent) of the respondents occupied the administration/ supervisory

position and only 29 (13.8 percent) respondents were of the managerial /management specialty.

Table 4.6: Occupation Specialty and Working Position

Position Held by Respondents	No of Respondents	Percentages
Management Position	29	13.8
Supervisor/ Administrator	56	26.7
Normal Employees	125	59.5
Total	210	100.00

Source: Field Data, (2015)

However, these respondents occupations fall under the core functions of organization which are Generation (hydro and thermal), Transmission (transmission and system control), corporate services, and Investments. This implies that the organization holds a pyramidal structure of organization, where top managements is occupied by few followed by line managers/ administrators to maintain the chain of command. The other group of respondents involved the supporting staff departments (non-technical employees) which involved respondents from other departments like Information Communication Technology, Human Resource Management, and Chief Financial Officer.

4.3 Presentation of Findings and Analysis as Per Study Objectives

4.3.1 Factors Influencing Employees' Job Satisfaction at the Work Places

The aim of this statement was to determine the factors influencing employees' job satisfaction in public organizations. To get the required responses, 7 statements were used to explore different aspects of the factors influencing employees' job

satisfaction in public organizations. The respondents were requested to rate each statement using a five point Likert Scale (1= Strongly Agree, 2= Agree, 3=Not Sure, 4= Disagree, 5= Strongly Disagree). The frequency of the response from 210 participants has been provided in percentages (%) as in Table 4.7 and Figure 4.1.

Table 4.7: Factors Influencing Employees' Job Satisfaction at the Work Places

Items	Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree
I am very much satisfied with my job due to incentives attached to it.	10 (5%)	24(11%)	11(5%)	122(58%)	43(20%)
All employees in this company are well trained and developed to get knowledge and skills to do their jobs well.	5 (2%)	25(12%)	26(12%)	105(50%)	49(23%)
The working environment in this company is very much conducive.	6 (3%)	24(11%)	25(12%)	105(50%)	50(24%)
Employees in this company are well managed by good leadership.	2 (1%)	35(17%)	30(14%)	88(42%)	55(26%)
Managers of this company lead by example.	12 (6%)	25(12%)	18(9%)	105(50%)	50(24%)
I am very satisfied with the extent of employees' involvement in decision making	5 (2%)	26(12%)	11(5%)	88(42%)	80(38%)
Opportunities for promotion are executed equally and fairly to all employees in this company	12 (7%)	25(12%)	35(17%)	90(43%)	48(23%)
Total responses and Percentages	52 (3.5%)	184 (12.5%)	156 (10.6%)	703 (47.8%)	375 (25.5%)

Source: Field data (2015)

Table 4.7 and Figure 4.1 shows that 156 of the responses (10.6 percent) were not sure in expressing the factors influencing employees' job satisfaction at the work places in the organization based on the seven variables provided. Another 52

responses (3.5 percent) agreed with the factor presented to them whereas 184 (12.5 percent) strongly agreed. On the other hand, 703 responses (47.8 percent) indicated disagreement and 375 responses (25.5 percent) indicated strongly disagreement with the factors presented.

The results further show that respondents agreed that the factors influencing employees' job satisfaction at the work places in the organization at least were: Opportunities for promotion are executed equally and fairly to all employees as cited by 37 respondents (19 percent), 35 (17 percent) others were neutral while 90(43 percent) respondents disagreed and 48 (23 percent) others strongly disagreed with the statement. Also, 37 (19 percent) respondents agreed that the Management was leading by examples, 18 (9 percent) others were not sure, while 105 (50 percent) respondents disagreed and 50 (24 percent) respondents strongly disagreed with the statement. Another corresponding item was about job incentives, where 34 (16 percent) respondents agreed with the statement, 11 (5 percent) others were not sure, 122 (58 percent) respondents disagreed and 43 (29 percent) respondents strongly disagreed with the statement. On working condition, 30 (14 percent) respondents agreed with the statement, 25 (12 percent) respondents were not sure while 105 (58 percent) disagreed and 50 (24 percent) respondents strongly disagreed with the statement.

In addition, 31 (14 percent) respondents agreed that employees were involved in decision making, 11 (5 percent) others were not sure while 88 (42 percent) respondent disagreed and 80 (38 percent) other respondents strongly disagreed with the statement. On Training and Development, 30 (14 percent) respondents agreed, 26

(12 percent) other respondents were not sure, while 105 (50 percent) respondents disagreed and 49 (23 percent) other respondents strongly disagreed with the statement. Moreover, 37 (18 percent) respondents agreed that their organization had good leadership, 30 (14 percent) other respondents were not sure, while 88 (42 percent) respondents disagreed and 55 (26 percent) other respondents strongly disagree with the statement.

This implies that the organization is more oriented towards achieving its set objectives than to employee motivation to guarantee staff retention. Korantwi (2005), in his study on recruiting and retaining academic staff in Ghana's polytechnics, found that positive factors such as better conditions of service, provision of means of transport, decent accommodation and attractive salary helped to retain qualified staff. Negative factors such as low motivation and lack of accommodation were found to affect recruitment and retention of staff.

On the other hand, most employees disagreed with the organization's implementation of the factors influencing employees job satisfaction in organizations. The respondents were mostly dissatisfied with the organization's provision of *job incentives* (122 respondents or 58 percent disagreed and 43 others or 20 percent strongly disagreed); organization's enabling of employees' *training and development* (105 respondents or 50% disagreed and 49 others or 23 percent strongly disagreed); organization having a good *working condition* (105 respondents or 50 percent disagreed and 50 others or 24 % strongly disagreed); *Management leading by examples* (105 respondents or 50% disagreed percent and 50 others or 2 percent 4 strongly disagreed). These findings as represented in Table 4.7 imply that public

organizations in Tanzania are not doing enough to influence employees' job satisfaction at the work places, since as earlier stated, most employees disagreed and strongly disagreed with the factors influencing employees job satisfaction in public organizations. It is apparent that public organizations are not effective in influencing employees' job satisfaction.

These results are in line with the Herzberg theory. Herzberg (1959) argues that satisfaction with work can be caused by a number of intrinsic factors. These include recognition by management of the employee's role at work, achievements of goals at work, being given responsibility over tasks, the opportunity for promotion, understanding and recognition by management of the work carried out, the opportunity to increase one's capabilities and skills. Conversely, the number of extrinsic factors that may cause dissatisfaction include poor working conditions; unsatisfactory salaries or wages; lack of recognition or lack of status in their roles or jobs; lack of security in their roles or jobs; and poor relationship with management, supervisors and work mates. However, the results do not augur well with the Equity Theory. Adams' (1963) theory contends that individuals are motivated to achieve subjectively perceived fairness. This theory calls for a fair balance between an employee's inputs (that is, hard work, skills level, tolerance and enthusiasm,) and an employee's outputs (that is salaries, benefits, intangibles such as recognition).

On the whole, these findings show that TANESCO fail to influence employees' job satisfaction. The employees, who were still present in the institution (TANESCO), were there because they were novices in the field or had nowhere to go. In other

words, these employees were still waiting for suitable opportunities to come their way before deciding whether to stay or leave the organization.

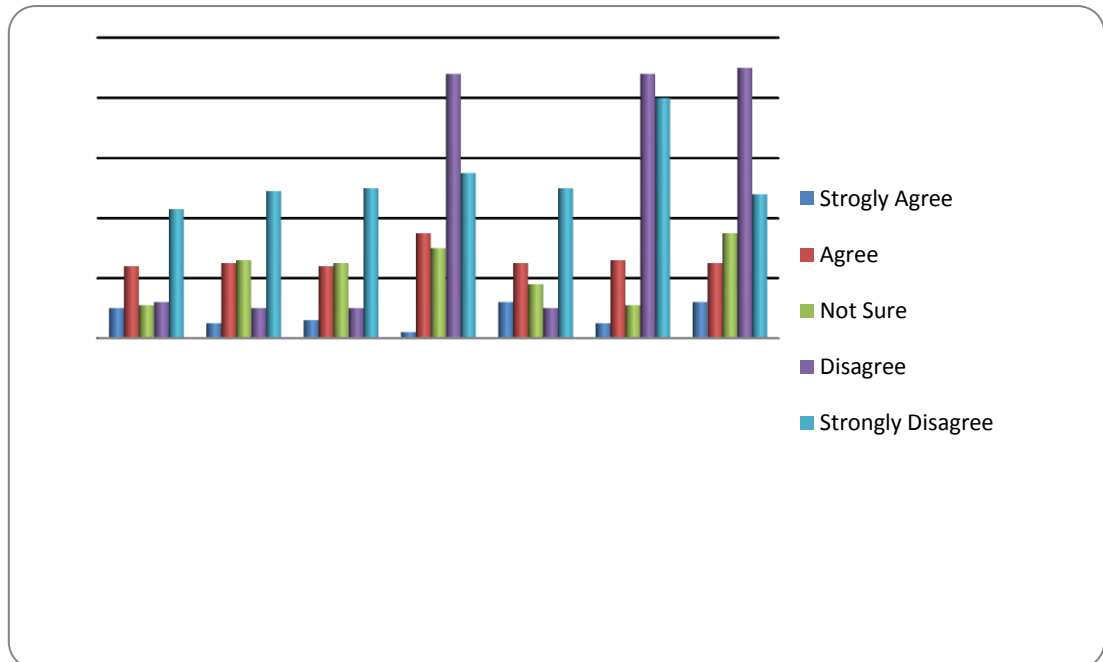


Figure 4.1: Summary Factors Influencing Employees' Job Satisfaction at the Work Places

Source: Field Data, (2015)

4.3.2 Management's Strategies Applicable in Ensuring Employees' Job Satisfaction at the Work Place

The aim of this statement was to identify the Management's strategies which are applicable in ensuring employees' job satisfaction at the work place in public organizations. To get the required responses, 5 statements were used to explore different aspects of the Management's strategies which are applicable in ensuring employees' job satisfaction at the work place. The respondents were requested to rate each statement using a five point Likert Scale (1=Agree, 2=Strongly Agree, 3=Neutral, 4=Disagree, 5=Strongly Disagree). The frequency of the response from 210 participants has been provided in percentages (%) as in Table 4.8 and Figure 4.2.

Table 4.8: Management's Strategies Applicable in Ensuring Employees' Job Satisfaction at the Work Place

S/N	Items	Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree
A	There is a clear succession planning and exchange of positions between employees in this company.	15(7%)	30(14%)	35(17%)	70(33%)	60(29%)
B	There is adequate support to employees for additional training and education in this company.	12(6%)	27(13%)	28(13%)	88(42%)	55(26%)
C	There is plenty of Opportunities available to employees at work to learn new skills in this company	6(3%)	50(24%)	42(20%)	85(40%)	27(13%)
D	Employer's recognition to what I do in the company is very encouraging.	18(9%)	27(13%)	27(13%)	93(44%)	45(21%)
E	There is adequate provision of good compensation benefits and other allowances in this company	4(2%)	30(14%)	39(19%)	77(37%)	60(29%)
	Total responses and Percentages	55 (5.2%)	164 (15.6%)	171 (16.3%)	413 (39.3%)	247 (23.5%)

Source: Field Data, (2015)

As demonstrated in Table 4.8 and Figure 4.2, a total of 171 of the responses (16.3 percent) respondents were not sure in expressing the management's strategies applicable in ensuring employees' job satisfaction at the work place in public organizations based on the ten variables provided. Another 55 responses (5.2 percent) agreed with the strategies presented to them, and 164 (15.6 percent) responses (strongly agreed).

On the other hand, 413 responses (39.3 percent) responses indicated disagreement and 247 responses (18.1 percent) indicated strongly disagreement with the strategies. The results further show that the respondents agreed with the management's strategies applicable for employees' job satisfaction mostly in public organizations though they were not effectively implemented to influence employees' job satisfaction. Evidences were shown as follows:

60 (29 percent) respondents strongly disagreed with the presence of a *clear succession planning and exchange of positions between employees*, 70 (33 percent) other respondents disagreed whereas 35 (17 percent) respondents were not sure. On the other hand, 30 (14 percent) respondents agreed and only 15 (7 percent) respondents strongly agreed with the statement. on the statement that there was:

“Adequate support to employees for additional training and education”, 55 (26 percent) respondents strongly disagreed, 88 (42 percent) respondents others disagreed while 28 (13 percent) respondents were not sure, whereas 27 (13 percent) respondents agreed and only 12 (6 percent) respondents others strongly agree.

Also, 27 (13 percent) respondents strongly disagreed with the statement that there were *“Provision of opportunities for employees at work to learn new skills”*, 85 (40 percent) respondents others disagreed while 42 (20 percent) respondents were not sure. 50 (24 percent) respondents agreed with the statement and 6 (3 percent) respondents others strongly agreed.

In addition, 45 (21 percent) respondents strongly disagreed with the statement that *“Employer’s recognition to what they do was very encouraging”*. 93 (44 percent) respondents disagreed, 27 (13 percent) respondents were not sure while 27 (13 percent) others agreed and 18 (9 percent) other respondents strongly agreed with the statement. Moreover, 60 (29 percent) respondents strongly disagreed with the statement that there was *“Provision of good compensation benefits and other allowances”*. 77 (37 percent) respondents others disagreed, 39 (19 percent) respondents were not sure whereas 30 (14 percent) respondents agreed and only 4 (2

percent) respondents strongly agreed with the statement. This implies that the organisation is not working more on the management's strategies to influence employees' job satisfaction. Korantwi (2005) argued in his study on recruiting and retaining academic staff in Ghana's polytechnics, that positive factors such as better conditions of service, provision of means of transport, decent accommodation and attractive salary helped to retain qualified staff. Negative factors such as low motivation and lack of accommodation were found to affect first the recruitment and then the retention of employees.

On the other hand, a total of 660 responses (62.8 percent) disagreed with the organisation's implementation of the management's strategies applicable in ensuring employees' job satisfaction at the work place. The respondents were mostly dissatisfied with almost all the variables presented to them. Evidence show that 130 (62 percent) respondents were not satisfied with *succession planning and exchange of positions between employees*; 143 (68 percent) respondents were not satisfied with the *support to employees for additional training and education*; 112 (54 percent) respondents were not satisfied with the *provision of opportunities for employees at work to learn new skills*; 138 (65 percent) respondents were not satisfied with *employer's recognition to what employees did to encourage them*; and 137 (66 percent) respondents were not satisfied with *the provision of compensation benefits and other allowances*". These findings as represented in Table 4.8 showing the organization's position on the management's strategies applicable in ensuring employees' job satisfaction at the work place. Since a total of 660 responses (62.8 percent) both disagreed and strongly disagreed with the strategies employed, it is

apparent that the organization was not effective in influencing employees' job satisfaction.

These results are in line with the Herzberg theory. Herzberg (1959) argues that satisfaction with work can be caused by a number of intrinsic factors. These include recognition by management of the employee's role at work, achievements of goals at work, being given responsibility over tasks, the opportunity for promotion, understanding and recognition by management of the work carried out, the opportunity to increase one's capabilities and skills. Conversely, the number of extrinsic factors that may cause dissatisfaction include poor working conditions; unsatisfactory salaries or wages; lack of recognition or lack of status in their roles or jobs; lack of security in their roles or jobs; and poor relationship with management, supervisors and work mates.

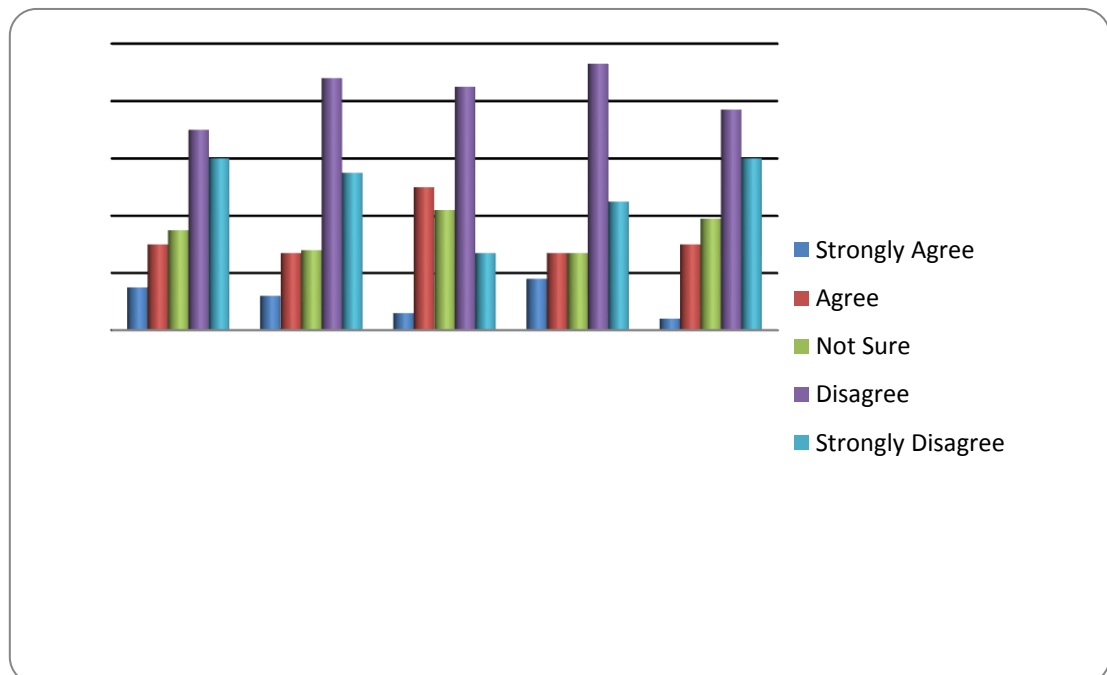


Figure 4.2: Summary Management's Strategies Applicable in Ensuring Employees' Job Satisfaction at the Work Place

Source: Field Data, (2015)

However, the results do not concur well with the Equity Theory. Adams' (1963) theory contends that individuals are motivated to achieve subjectively perceived fairness. This theory calls for a fair balance between an employee's inputs (that is, hard work, skills level, tolerance and enthusiasm,) and an employee's outputs (that is salaries, benefits, intangibles such as recognition).

4.3.3 The extent at which Employees' Level of Job Satisfaction Affects

Employees' Performance

On the extent at which employees' level of job satisfaction affects employees' performance in public organizations, 4 statements were deployed to compute how the employees felt about the satisfaction they got from their engagement in relation to their performance. In all, 210 respondents provided responses to the questions. Each statement was rated using a five-point Likert Scale (1=Agree, 2=Strongly Agree, 3=Neutral, 4=Disagree, 5=Strongly Disagree). The frequency of their responses provided in percentages (%), has been presented in Table 4.9 and Figure 4.3.

The statements provided as items in Table 4.9 and Figure 4.9 were intended to determine the extent at which employees' level of job satisfaction affects employees' performance in public organizations. The study results show that employees were not satisfied at all with their job as the majority of the respondents either disagreed or strongly disagreed with the attributes presented to them as represented in Table 4.9 and Figure 4.9. The study result shows that 323 responses (38.5 percent) disagreed, followed by 186 responses (22.1 percent) which strongly disagreed. Together, these account for (60.6 percent) responses that did not agree with the attributes which is above 50 percent of the responses.

Table 4.9: The Extent at Which Employees' Level of Job Satisfaction Affects Employees' Performance

S/N	Items	Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree
A	Productivity is very high due to high work morale among employees.	10(5%)	20(10%)	40(19%)	90(43%)	50(24%)
B	Employees' absenteeism from work is very minimal in due to compensation packages attached to employees' work.	4(2%)	30(14%)	39(19%)	77(37%)	60(29%)
C	Employees in this company are highly committed towards their work.	12(6%)	34(16%)	42(20%)	78(37%)	44(21%)
D	Working culture in this Company is on the high side	8(4%)	46(22%)	46(22%)	78(37%)	32(15%)
	Total respondents and Percentages	34 (4.0%)	130 (15.5%)	167 (19.9%)	323 (38.5%)	186 (22.1%)

Source: Field Data, (2015)

Also, 167 responses (19.9 percent) were not sure, with only 130 (15.5 percent) and 34 (4.0 percent) agreeing or strongly agreeing with the statements, respectively. Somehow the employees were comfortable with the working culture of public organizations as 54 (26 percent) of the respondents indicated so. That means 8(4 percent) respondents strongly agreed with the attribute and 46 (22 percent) respondents others agreed. On the other hand, 46 (22 percent) respondents were not sure, 78 (37 percent) other respondents disagreed and 32 (15 percent) others strongly disagreed with the statement. Also, employees were somehow agreed that employees in this company are highly committed towards their work by 46 (22 percent). Though, 42 (20 percent) of the respondents were not sure, 78 (37 percent)

respondents disagreed and 44(21 percent) other respondents strongly disagreed with the statement.

Furthermore, the study findings show that 10 respondents (5 percent) strongly agreed with the statement “*productivity is very high due to high work morale among employees*”, 20 (10 percent) others agreed, 40 (19 percent) respondents were not sure, 90 (43 percent) respondents disagreed and 50 (24 percent) other respondents strongly disagreed with the statement. Also, 4 (2 percent) respondents agreed with the statement that “employees’ absenteeism from work is very minimal due to compensation packages attached to employees’ work”, 30 respondents (14 percent) agreed, 39 respondents (19 percent) were non-committal on the statement as they were not sure, 77 respondents (37 percent) disagreed and 60 respondents (29 percent) strongly disagreed with the statement.

The study findings imply that if employees are not happy with their job, they will not perform better. As a result, they will be going to work but their minds are likely to be somewhere else and eventually the performance becomes poor and nation at large suffers. Furthermore, these study findings imply that public organization’s practices do not fit into the Herzberg theory of Motivation. Herzberg (1959) argues that satisfaction in work can be caused by a number of intrinsic factors called intrinsic factors, which appear to be either limited or absent in the institution. On the other hand, the extrinsic factors that may cause dissatisfaction appear to have a higher profile in public organizations’ system than they could. Therefore, the organization needs to review its employees’ strategies to increase workers’ level of job satisfaction that may affects employees’ performance. Korantwi (2005) stresses that

positive factors such as better conditions of service, provision of means of transport, decent accommodation and attractive salary help to retain qualified employees.

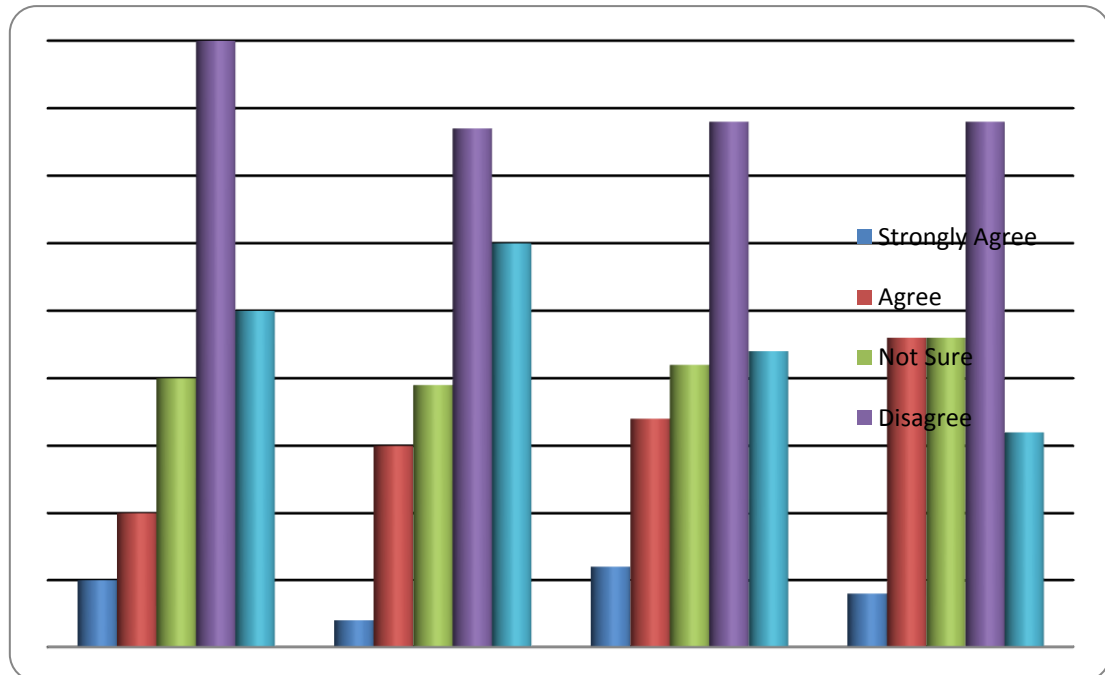


Figure 4.3: Summary on the Extent to which Employees' Level of Job Satisfaction Affects Employees' Performance

Source: Field Data, (2015)

4.4 Discussion of the Study Findings based on the Specific Objectives

4.4.1 Factors Influencing Employees' Job Satisfaction at the Work Places

The findings have shown that the majority of the employees were not satisfied with their jobs. Indeed, 375 (25.5 percent) responses strongly disagreed with the strategies on board and 703 responses (47.8 percent) simply disagreeing with the statement. In other words, 1078 (73.3 percent) did not have confidence in the factors influencing employees' job satisfaction at the work places in public organizations. It should be noted that 156 responses (10.6 percent) were non-committal. This means the responses on the positive spectrum was even fewer. Furthermore, the findings have

shown that employees are not satisfied with the opportunities available for them to attend seminars within and outside their respective schools, their present salary, the recognition they get in the community, in-service training opportunities, and the organisation's promotion practices.

The present research findings also indicate that the employees under study were not satisfied with the support from administration/ management leading by examples, employees' involvement in decision making, training and development. Previous studies also confirm that leadership support and care are associated with employees' job satisfaction (Peggy & Bonnie, 1994; Wood, 2008). Herzberg's Two Factor Theory treats administration and supervision as of job dissatisfaction (Herzberg et al. 1959; Robbins & Judge, 2008). As the respondents in this study indicated that they were not happy with the support and care from administrators and immediate supervisors, this dissatisfaction can also translate into de-motivation. Also, previous studies conducted on employees' motivation in Tanzania found that employees were generally not happy with their pay, fringe benefits, housing, promotion, status and workload (Davidson, 2007; Ngimbudzi, 2009). Similarly, in the present study which focused on the public organizations found that employees were not happy with their pay, promotion opportunities, processes and procedures, in-service training or professional growth and appreciation from their respective employers.

4.4.2 Management's Strategies which are Applicable in Ensuring Employees' Job Satisfaction at the Work Place

According to this study, 171 respondents (16.3 percent) were not sure regarding the management's strategies that are applicable in ensuring employees' job satisfaction

at their work places in the organization. A total of 55 responses (5.2 percent) agreed with the strategies presented to them, and 164 (15.6 percent) responses strongly agreed. On the other hand, 413 responses (39.3 percent) indicated disagreement and 247 responses (18.1 percent) indicated strongly disagreement with the strategies. The results further show that the respondents agreed with the management's strategies applicable for employees' job satisfaction mostly employed at their organization though they were not effectively implemented to influence employees' job satisfaction.

The findings in this study have shown that organizational' recognition of employees' efforts *to what employees did to encourage them, succession planning and exchange of positions between employees* and the *support to employees for additional training and education* can ensure employees' job satisfaction at the work place and hence, motivate workers to stay in an organization.

The study findings also indicates that employees in public organizations were not impressed by the clear succession planning and exchange of positions between employees, adequate support to employees for additional training and education and employer's recognition to what they do is very encouraging. These management strategies tried to motivate and ensure employees' job satisfaction at the work place in public organizations but in vain.

The results also show that employees in public organizations were somehow satisfied with the safe working conditions. Such ideal work condition helps to ensure employees' job satisfaction at the work place and foster the retention of employees.

Also, employees tend to be attracted and motivated by same working environments as they prefer to work in place where they do not have to worry about their lives. These views are consistent with Maslow's (1954) Hierarchy of Needs Theory and Steers (1977) who reported that safe work conditions and help to generate employee satisfaction employee which in turn has a bearing on staff retention. .

On the other hand, the study findings show that employees in public organizations were not impressed by the provision of good compensation benefits and other allowances and pprovision of opportunities for employees at work to learn new skills. This relationship is crucial in ensuring employees' job satisfaction at the work place and fostering the retention of employees. Therefore institutions that embrace this culture are more likely to minimize turnover than those that do not. Indeed, Maslow (1954), Steers (1977), Fairhurst (2007), and Munsany and Bosch (2009) are all of the view that employees want to be recognized for their inputs in a give-and-receive situation.

These findings also imply that most organizations do not do enough to ensure employees' job satisfaction at the work place and foster the retention of employees. In consequence, they also tend to lose some of their valuable members of their employees. Individual employees should also be encouraged to grow. Tulgan (2001) and Kaye and Jordan-Evans (2000) reported that employees are pre-occupied with growth opportunities and the need to be involved in advancing their careers. Therefore if the organization does not provide room for its employees to grow, then they are likely to quit the institution and join other organisation where they expect to fulfill their ambitions. Consequently, high labour turnover in public organizations in

Tanzania is inevitable, albeit avoidable, because employees may leave when they are convinced there is no growth or career advancement opportunities. The findings correspond with studies done by Maslow (1954), Porter and Steers (1973), Steers (1977), Locke et. al (1980), Lesabe and Nkosi (2007) and Ndelwa (2009). All these studies underscore the importance of organizations making sure that they meet the needs and expectations of their employees by using monetary and non-monetary benefits as well as the inculcation of a corporate culture in the institution.

It was through oral interview with employees that other management strategies in use were ascertained including One Minute Goal (OMG), Career ladders, employee-employer voluntary agreements, and performance development plan (PDP). Performance improvement initiatives started being implemented since 2007 TANESCO implemented initiatives such as: KPI framework for measuring Operational Performance, Performance contracts for management staff, OMG individual performance appraisal model, Balanced Score card and PDP framework for company operations.

Monitoring and evaluation of these initiatives has been a missing link till 2012 when M&E function started to be emphasized in PDP implementation. Monitoring is the systematic collection and analysis of information as a project activity progresses aimed at improving the efficiency and effectiveness of an organization. It is the systematic and routine collection of information from operating units for four main purposes; to learn from experiences to improve practices and activities in the future; to have internal and external accountability of the resources used and the results obtained; to take informed decisions on the future of the initiative; to promote

empowerment of beneficiaries of the initiative; reliability of information is critical for its success

4.4.2.1 Career Ladder Programme

Through interview, the employer mentioned career ladder programme to be one of the strategies in the organization that is used to raise performance and increase job satisfaction among employees. This strategy was introduced in the organization in year 2008, but it is not yet operational to date, its implementation is on progress.

This is a performance-based compensation plan that provides incentives to employees in organizations that choose to make career advancement without leaving their positions or jobs. The plan was intended to increase job satisfaction among employees by attracting and retaining them. Through this strategy employees could be recognized and compensated for their excellence and motivated to perform at increasing higher skills level.

According to these study findings, career ladders provide a dynamic approach to rewarding, recognizing and developing employees. Each employee is assessed periodically in terms of career ladder policy to determine at what level he/she has demonstrated competent performance. Career ladder programmes could promote and support professional development of employees. In principle, this strategy intends to raise employees quality through a performance-based pay plan. The study indicates that this programme is good to promote employees who cannot go to higher positions but motivates them on equitable experience. It is a strategy designed to formally progress an employee to a higher level of job responsibility within his/her

current position. It is through this strategy that managers can retain valued employees who are motivated to advance their careers within their positions. Organizations should employ career ladder programme in a bid to increase employees performance and attracting and retaining talented employees. The organization should hasten the efforts to ensure the programme is in full operation.

4.4.2.2 Employee-Employer Voluntary Agreements

This is another strategy in place in the organization aiming at improving job satisfaction in the organization. This is an agreement signed between the management and the trade union to protect mutual interest of both parties. It is a formal agreement between employer and employees in public organization covering work arrangements, pay and other conditions. These agreements are designed to provide appropriate protections for the employees and the employers. Most respondents agreed that the allowances they get are covered under these voluntary agreements.

4.4.2.3 Performance Development Plan

The performance development plan (PDP) was piloted in Dar Es Salaam and Coastal Zone in August 2010 with intention of rolling it out to other zones upon its successful implementation. The PDP was developed using participatory approach and based on the Balance Score Card (BSC) system that has been institutionalized in TANESCO. The rollout of PDP in other zones started in January 2012. The role of PDP *Incentive Bonus* in Performance Improvement are an inducement or supplemental reward that serves as a motivational device for a desired action or behavior; something that incites or tends to incite to action or greater effort, as a

reward offered for increased productivity; focuses on encouraging learning, changing behavior, or increasing efforts that leads to improved productivity; main Categories are Financial and *Non Financial emotional Incentives*. Common Forms include; Individual Incentives: to recognize achievement of predetermined performance objectives; team or Group Incentives: are based on a team or group's achievement of predetermined performance objectives; gain Sharing: e.g. PDP Incentives, given when PDP objectives are exceeded a percentage of gains is retained and paid to staff in the form of short-term cash incentive; staff achievement Awards: Reward risk taking, creativity, and productivity; special Non Financial Incentives; e.g. Bull roasting parties, certificates usually awarded to those below management level; to drive or arouse a stimulus to work, hence increase productivity; to enhance commitment in work performance; to psychologically satisfy a person which leads to job satisfaction; to shape the behavior or outlook of staff towards work; to inculcate zeal (Passion) and enthusiasm towards work; to maximize staff capabilities so that they are fully utilized; performance based; tied to Key Performance Indicators (Revenue Collection, Billed Units and New Connections; prorated increase in performance from the baseline to the target); discourage "backsliding" (no incentive below baseline); team-based incentives – (based on business units – Regions/Zones); protection of the organization's financial position (incentives paid from a percentage of improvement in collections; transparent computation (all parties know the framework); agreed Sharing Arrangement (combination of prorata & equal sharing); recognition initiatives for competition (emotional incentives – regional competition. The incentive framework for zones & regions are based on the premises of improvement & the incentives is earned only when there is improvement in the

Revenue Collection; Has two components; Base Incentive (10%) – to incentivize staff for sustaining the baseline performance and Smart Incentive (50%) - to reward staff for improving and moving toward the target; The incentive framework has three parent indicators (revenue collection, billed revenue and new connections); Regions/Zone staff earn monthly incentives equivalent to 60% of the monthly wage bill if they achieve all the parent PDP targets and achieve the baseline targets; Regions/Zone staff will earn monthly incentives between 0-60% for performance between the current (baseline) performance and parent PDP Target performance; and 20/80 sharing agreement will be applied.

4.4.3 The Extent at Which Employees' Level of Job Satisfaction Affects

Employees' Performance

The findings have shown that the majority of the employees were not satisfied with their jobs. The researcher wanted to obtain the information on the extent at which employees' level of job satisfaction affects employees' performance in public organizations. The responses from respondents reveal that although the system has positive effect on job satisfaction and organizational commitment but the majority of the respondents had different attitudes on that.

The study results show that employees were not satisfied at all with their job as the majority of the respondents either disagreed or strongly disagreed with the attributes presented to them as represented in Table 4.9 and Figure 4.3 The study result shows that 323 responses (38.5 percent) disagreed, followed by 186 responses (22.1 percent) which strongly disagreed. Together, these account for (60.6 percent) responses that did not agree with the attributes which is more than 50 percent of the

responses. Also, 167 responses (19.9 percent) were not sure, with only 130 (15.5 percent) and 34 (4.0 percent) agreeing or strongly agreeing with the statements, respectively. Somehow the employees were comfortable with the statement “*productivity is very high due to high work morale among employees*” in public organizations. Also, employees were in line with the statement employees in this company are highly committed towards their work.

Indeed, 186 (22.1 percent) responses strongly disagreed with the strategies on board and 323 responses (38.5 percent) simply disagreeing with the statement. In other words, 509 (60.6 percent) did not have confidence in the strategies in places. It should be noted that 167 responses (19.9 percent) were non-committal. This means the responses on the positive spectrum was even fewer. Furthermore, the findings have shown that employees were not in support with the statement “employees’ absenteeism from work is very minimal in due to compensation packages attached to employees’ work and working culture in this Company is on the high side.”

Herzberg’s Two Factor Theory Treats recognition, responsibility and the work as “satisfiers”. However, in the present study the participants expressed satisfaction with co-workers and job security, which under Herzberg’s theory are regarded as “dissatisfiers” (Herzberg et al. 1959; Robbins & Judge, 2008). Moreover, the present findings are in line with the views of Woods and Weasmer (2002), who claim that worker’s job satisfaction is derived from collegial relationship. It is a considered opinion of the researcher that by examining data appears that a requirement for survival and growth is that public organizations and their staff in particular have an interest in their joint relationship leading to a win-win effect. Factors such as rewards

and incentives are playing a core role in enhancing the employees' satisfaction and commitment. Rewards and incentives is important dimension that may affect employee satisfaction to build their trust (Che ha et al, 2007). Therefore, Incentives and motivation is considered as one of the most influential factor on employee job satisfaction and commitment

Based on the above findings, the researcher's opinion to public organizations is that their policy makers and administrators should take necessary measures for the optimal provision of intrinsic and extrinsic job rewards to make their core workforce highly satisfied and committed to reap the benefits of improved motivation, performance and organizational citizenship behaviors.

4.5 Summary

The chapter has presented empirical findings from the study. Various questions within the questionnaire enabled the researcher to achieve the objectives of the study. Each section has described a particular objective; it gives an insight on the relationship between employees and employers. It explains the factors which influence employee's job satisfaction at work places in public organizations. It also highlights the management strategies that are applicable to enhance job satisfaction among employees in the organization.

CHAPTER FIVE

DISCUSSION OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter discusses research findings, provides conclusion and recommendations. It recommends areas for further study.

5.2 Discussion

5.2.1 Factors which Influence Employees' Job Satisfaction at Work Places

According to the findings of this study the factors influencing employees job satisfaction at work places in the organization comprise incentives attached to the job, training and development, conducive working environment, good leadership, management leading by example, the extent of employees involvement in decision-making, and equal and fair opportunities in promotion of employees in an organization. These findings are discussed in detail as follows:

(i) Job incentives

The findings reveal that majority of employees are not satisfied with their jobs. The study shows that 165 respondents (78 percent) were not satisfied by the incentives given to them by their employers. Employees agreed in principal that there are some incentives being offered by their organizations to employees, but were not adequate. Some incentives suggested in addition to the currently given incentives were non-monetary tangible incentives such as rewards, restaurant coupons for meals, or vacation trips; and non-monetary intangible incentives such as “employee of the week” recognition, positive performance reviews, and public praise from

management. Employees' job satisfaction could increase if everyone who increases his/her performance to agreed level was eligible to receive the incentive without any double-standard in offering incentives.

The findings suggest that employers have to improve job incentives in order to increase job satisfaction among employees. These findings are in line with Korantwi (2005) in his study on recruiting and retaining academic staff in Ghana's polytechnics. He observes that positive factors such as better conditions of service, provisions of means of transport, decent accommodation, and attractive salaries helped to retain qualified staff. Negative factors such as low motivation and lack of accommodation were found to affect recruitment and retention of staff.

The main result of this study on the aspect of job incentives strongly support that, incentives can significantly increase employees job satisfaction when they are carefully implemented.

(ii) Employees training and development

On the factor of employees training and development, the findings show that the majority of the employees are not satisfied with organization's assistance to the employees training and development. 105 respondents (50 percent) disagreed and 49 respondents (23 percent) strongly disagreed, 26 (12 percent) respondents were not sure about the statement on the level of satisfaction on employees training and development initiatives by their employer. They asserted that the opportunities for training and development of normal employees were very rare. It is only 30 (14 percent) respondents who agreed that they were satisfied with the training and

development initiatives to employees in the organization. In this respect Gupta (2006) argues that, effective training improves morale and performance of employees in an organization. Organizations should allocate sufficient funds for training and development of their employees to match with organizational changes and needs. Any changes introduced in the organization have to be oriented to most employees in helping them to work efficiently. Organizations that do not provide sufficient training opportunities for employees are also doing themselves a disservice. These organizations are missing out on employees that are dedicated to their companies and knowledgeable in their fields, and with sufficient training, have the potential to do well in higher positions.

The findings of this study also indicate that further down the organizational ladder one descends the less the money is spent on training. Thus managers and professionals generally receive more financial support for training than normal employees do (Price Waterhouse Cranfield Project, 1990; Brewster, 1999). This is why only 14 percent of the respondents indicated satisfaction with the employees training and development, most likely to be in the Professional and managerial level.

Organizations are urged to adopt the concept of learning organization, in which learning and human resource developments are central functions of the organization. Organizations which facilitate the learning of their employees consciously transform themselves in their context (Pedler et al.1997). Workplace training and skills development is very important to employees in the organizations. New skills are needed to manage production, innovation and improvement across the network of supplier firms, including skills to participate in virtual and inter-organizational teams

across networks of supplier enterprises. One study reported that “Logistics personnel in integrated value chain enterprises need enhanced skills to manage customer service and communications with trading partners, use information technologies, work in cross-function teams and plan logistics. Public Organizations should be aware that training and support is needed to employees to enable them acquire core competencies required technical areas also.

Furthermore, the findings show that employees are not satisfied with the opportunities available for them to attend seminars, conferences, and workshops, which places barriers in the way of improving their working life prospects.

(iii) Conducive working environment

On the aspect of working environment, the study shows that 30 respondents (14 percent) agreed to the existing working conditions; 12 percent were not sure; where as 74 percent disagreed to the working condition in organizations. Njagwa (2003) conducted a study titled “Job Satisfaction among Graduate Teachers in Secondary Schools in Dar es salaam Region”. The objective of the study was to assess the level of job satisfaction of graduate teachers in public and private secondary school teachers in Dar es Salaam.

The findings of the study reveal that teachers are dissatisfied with working conditions and school climate and working relations. The relationships with the current results are that positive work environments are essential for employees but must be created as deliberate efforts by management. Good working conditions arise from values that the company views as important to its mission, such as ensuring

manageable workload, promoting two way communication through regular team meetings and open office spaces, also health and safety regulations.

The weakness of Njagwa's study is that it was confined to a specific sub-group of teachers in secondary schools (graduate teachers). It did not cover any other group of teachers such as diploma holders, certificate holders and other employees in various sectors of the economy. In most organizations, the question of job satisfaction touches almost every employee ranging from junior sewage cleaners to white collar jobs; ranging from operational level management to strategic senior level management. Therefore, it is obvious that confining the study to graduate teachers alone made it fail to capture the greatness of the problem of job satisfaction in employment. As such, this study cannot stop further study on the subject of job satisfaction. The current study has added value to existing body of knowledge by overemphasizing that working conditions/environment is the most crucial factor in employees' job satisfaction, because most employees spend a huge proportion of their life at work. If work environment is not adequately taken care of might attract employees' high turnover, inability to make decisions, lack of social interactions, and consequently production retardation. Management should take this finding as a key factor to work on so as to raise the level of job satisfaction among its employees.

Other empirical studies show that employees would desire working conditions which will result in greater comfort and convenience. Lack of such conditions may impact poorly on the workers mental and physical wellbeing (Baron and Greenberg, 2003). Robbins (2001) advocates that working conditions will influence job satisfaction as employees are concerned with a comfortable physical work environment.

In turn these will lender more positive level of job satisfaction. Arnold and Feldman (1996:90-91) promote that factors such as temperature, lighting, ventilation, hygiene, noise, working hours, and resources form part of working conditions. Employees may feel that poor working conditions will only prove negative performance since their jobs are physically and mentally demanding.

(iv) Good Leadership

The study findings indicate that 37 respondents (18 percent) agreed that employees in the organization are well managed by good leadership, 30 respondents (14 percent) were not sure, and 143 respondents (68 percent) did not agree to the statement. According to these findings most leaders do not participate in the operational level performance, and or they do not involve the employees in finding solutions for challenges they meet in daily activities. Empirical studies indicated that a leadership that has been found to enhance the human resource skills of interpersonal relationship, motivation, decision making, and emotional maturity required to mobilize employees is participative leadership (Kezar, 2001); Schmid & Adams (2008). It incorporates the leader's ability to include, discuss, take ideas, look for ways to help people come on board, and celebrate every success that comes along (Leary-Joyce, 2004).

Leadership is a dynamic relationship based on "mutual influence and common purpose between leaders and collaborators in which both are moved to higher levels of job satisfaction and moral development as they influence others through action to accomplish an objective" (Freiberg & Freiberg, 1996, p. 298). Bass (1990) suggested that leadership was the ability to influence those you are leading towards the

achievement of goals and objectives. Pierce & Newstrom (2006) defined a leader as one who exercised intentional authority over one or more other individuals, in an effort to guide actions toward the accomplishment of some mutual goal; such a goal requires mutually supporting actions among members of the group.

An organizational setting requires the leader to interact with followers on a regular basis while listening and directing them towards success (Lipp, 1999). Dvir et al., (2002) suggests that good leaders should be trusted by their followers for whom they provide a sense of autonomy. The leader should be consistent with decision making for followers as well as the overall good of the organization. The leader should also be able to envision potential problems and pitfalls before they happen (Gehring, 2007).

Hackman & Johnson (2000) believes that in order to be effective a leader ought to be able to balance many variables while mobilizing the organization's resources in pursuit of a common objective. They further allege that achieving such objectives requires the unification of purpose for both leader and followers. To achieve a balance does not necessarily rely on the development of any particular trait or style of leadership but more on the leader's ability to analyze the situation and adopt a leadership approach that mobilize followers (Winston, 1997).

Mumford et al., (2000) posits that leaders were likely to succeed in situations where the characteristics of the leader are specific to the organization. Individuals tend to be attracted to organizations which have roles consistent with their personalities because given their broader patterns of dispositional characteristics they find the

perceived goals and rewards attractive (Mumford et. al., 2000). The general definition of leadership guiding this study is the ability to recognize the need for and implement change, establish direction, align people, motivate and inspire, communicate, build teams and share decision making, mentor and coach subordinates and demonstrate a high degree of integrity (Bass, 1990; Kouzes & Posner, 2007; Skipper & Bell, 2006).

(v) Managers leading by example

The findings show that 74 percent respondents did not agree to the premise that leaders in their organization were leading by example. It is not apparent as to why leaders in public organizations do not lead by example. However, leading by example is the best kind of leadership because leading by example is a central premise of most popular leadership philosophies and formal theories.

The idea is that leaders provide a role model for the critical behaviors they want to see from their followers. However, empirical studies show that there is very little empirical evidence to support the efficacy of leading by example in field studies of actual employees and their leaders. Leading by example is often inferred, but it has rarely been directly measured and evaluated for its effect on behavior.

(vi) The extent of employees involvement in decision making

The study reveals that 31 respondents (14 percent) agreed that employees were involved in decision making, whereas 168 (80 percent) respondents disagreed their involvement in decision making. This means non-managerial employees are not

involved in decision making. Kuye and Adeola (2011) found that employees' involvement in decision making had over 50 percent influence over the performance of their firms. Firms with low involvement may not match the performance of those that highly involve their employees in decision making (Kuye and Adeola, *ibid*).

Monge and Miller (1986) in their study observe that subordinates have the capabilities, experience, knowledge, skills and creativity in work and problem solving, thus a climate of sharing decision making will enhance their productivity efficiency. This study, as earlier stated, shows that 80 percent of employees are not involved in decision making.

This is not good to the organization since the participation of normal employees in decision making could lead to attainment of higher order needs of morale, job satisfaction, and motivation which in turn enhance quality of work and productivity (Miller, 1999; Scott, 2004). Therefore employees' involvement in decision making is crucial for the success of organizations.

In addition, in this study, 12 percent of the respondents were not sure of the extent of their involvement in decision making. This finding agrees with Black and Gregersen (1997) in their study who state that, the perception that while some employees' may like to participate in decision making process in an organization, others may not. Vroom and Deci, (1960). Findings in this study show that some employees depending on their age, education, job positions or gender may not be interested in participating in decision making. Elele and Fields (2010) found a difference in participation based on cultural differences between Nigerian and American workers.

(vii) Opportunities for promotion are executed equally and fairly to all employees in this Organization

This study reveals that, 37 (19 percent) respondents agreed that opportunities for promotion are executed equally and fairly to all employees, 35 respondents (17 percent) were neutral, while 90 respondents (43 percent) disagreed and 48 respondents (23 percent) strongly disagreed with the statement. This is caused mainly by geographical, economic, environment and cultural differences, size, population, and income. The heterogeneity between these organizations creates a useful comparison of the differences of job satisfaction levels among employees.

The study also shows that 66 percent did not agree in the way opportunities for promotions are executed. This situation has affected the level of job satisfaction among employees, because an employee who has been working with an organization for the past many years may also expect getting a promotion on account of his/her loyalty towards the organization. Some of employees interviewed during this study stated that they were aggrieved by their organization that new employees are recruited to senior positions; leaving senior officers who have been waiting for so long time to be elevated to those positions. This casts doubt on the authenticity of the methodology in use, ‘technical –know-who’ or “technical-know-how”?

In general, these findings are consistent with Korantwi (2005), who reported that positive factors such as better conditions of services, provision of means of transport, decent accommodation and attractive salary which, when provided, will retain qualified staff. Similarly, Chimbari (2003), Corby et al. (2003), Vernah (1999), Musoke (1989), Pietersen (2005), Lesabe and Nkosi (2007), Ling li and Roloff

(2007) and Munsamy and Bosch (2009) reported that bonus schemes, reward systems, pay systems and benefits packages are important in the process of motivating and retaining employees.

5.2.2 Management's Strategies Needed to Ensure Employees' Job Satisfaction At Work Places

Management strategies are vital in making sure that employees are attracted to the organisation and retained subsequently. Once management strategies are properly applied in an organisation, ensure employees' job satisfaction at the work place and hence, foster retention of its key employees. The study identifies the following five strategies applicable in ensuring employees' job satisfaction at work places, as clear succession planning and exchange of positions between employees' in the organization, adequate support to employees for additional training and education in the organization, availability of opportunities for employees to learn new skills in the organization, employees recognition on employees' outstanding performance, and provision of good compensation benefits and other allowances in the organization.

According to this study, 171 respondents (16.3 percent) were not sure regarding the management's strategies that are applicable in ensuring employees' job satisfaction at their work places in the organization. A total of 55 responses (5.2 percent) agreed with the strategies presented to them, and 164 (15.6 percent) responses strongly agreed. On the other hand, 413 responses (39.3 percent) indicated disagreement and 247 responses (18.1 percent) indicated strongly disagreement with the strategies. The results further show that the respondents agreed with the management's strategies applicable for employees' job satisfaction mostly employed at their organization

though they were not effectively implemented to influence employees' job satisfaction.

(i) Clear Succession Planning and Exchange of Positions Between Employees in Organizations

The study shows that 60 respondents (29 percent) strongly disagreed with the presence of clear succession planning and exchange of positions between employees in the organization, 70 (33 percent) respondents disagreed, whereas 35 (17 percent) respondents were not sure. On the other hand, 30 respondents (14 percent) agreed and only 15 (7 percent) respondents strongly agreed with the statement. According to this study results, it is evident that respondents were not satisfied with succession planning and exchange of positions between employees in an organization. Succession planning should be communicated to employees in the organization (Rothwell, 2005). The study shows further that, most organizations do not plan for succession of its employees'. It is only 30-50 percent of organizations that plan for succession (Taylor, & McGrow, 2004). Lack of succession planning negatively impacts organizational performance (Behn, 2005). Companies that plan for succession of its employees are more successful than those that do not (Trow, 1961).

(ii) Adequate Support to Employees for Additional Training and Education in the Organization

The study results indicate that 143 (68 percent) respondents were not satisfied with the support to employees they get for additional training and education. Through interview some respondents stated that, employees in the managerial positions are the ones sponsored for training. These results are similar to those established by

Price Waterhouse cranfield project, 1990; Brewster, 1999:16, who observed that managers and professionals generally receive more financial support for training than clerical and manual workers do. Support for training is very important to employees as it helps employees to keep abreast with changes in the career and the organization. This should not be embarked on as a fire fighting strategy but rather a sustainable dynamic development process.

In doing so the process may entail doing the following: promote skills development policies as a strategic component of organizational development strategies and plans to improve job satisfaction among employees, foster the coordination and alignment of basic education, vocational training and employment services with research and development, technology and macroeconomic policies; facilitate a continuous process of lifelong learning

(iii) Opportunities to Employees at Work Place to Learn New Skills in the Organization

The findings indicate that organizations are not doing well to ensure employees' job satisfaction by giving them opportunities to learn new skills. The effects of this may be that, some high-performing employees, not identified as part of this process, may become less satisfied with their jobs or leave the organization. Individual employees should be encouraged to grow. Tulgan (2001) and Kaye and Jordan – Evans (2000) reported that employees are preoccupied with growth opportunities and the need to be involved in advancing their careers. Therefore, if the organization does not provide room for its employees to grow, then they are likely to quit the institution and join other organizations where they expect to fulfill their ambitions.

The findings correspond with studies done by Maslow (1954), Porter and Steers (1973), Steers (1977), Locke et. al (1980), Lesabe and Nkosi (2007), and Ndelwa (2009). All these studies underscore the importance of organizations making sure that they meet the needs and expectations of their employees by enabling them to acquire new skills in the organization. Improving access to quality skills development outside their organizations should be the first priority. In many regions in Tanzania and other developing countries, people's access to relevant education and training programmes that could enhance their productivity at work often remains inadequate. Training opportunities may simply be lacking; training institutions are not available in employees localities and this challenge may employees from vocational training; education and where these institutions are available, the training services may be too expensive or have a poor record of enabling trainees to improve their work performance.

(iv) Employer's Recognition of Employees Efforts and Offer of Encouragement

Recognition of an employee's hard work is essential to his or her satisfaction in the workplace (Kaye & Jordan-Evans, 1999). Letting employees in on the decision making processes gives those employees a feeling that their opinions are respected and that they hold a place of importance within the company. Employees' require getting regular feedback information on how they are performing.

This involves feedback on both positive and negative where they are doing right as well as feedback on what requires improvement. Recognition of employees' performance results in increased job satisfaction among employees whose performance is recognized by top management.

(v) Compensation Benefits and other Allowances

The findings on this aspect shows that 34 (16 percent) respondents agreed that they were satisfied with the offered compensation benefits and other allowances, 39 (19 percent) respondents were not sure, whereas 137 (66 percent) disagreed. This means that, most employees were dissatisfied with the compensation benefits offered by the organization. Good compensation benefits include provision of fringe benefits like medical allowances, housing allowances, transport allowance to its employees (Doellgast, 2006).

The study findings indicates also that there are other compensation allowances in the organization including One Minute Goal (OMG), Career ladders, employee-employer voluntary agreements, and performance development plan (PDP). Performance improvement initiatives started being implemented since 2007 TANESCO implemented initiatives such as: KPI framework for measuring Operational Performance, Performance contracts for management staff, OMG individual performance appraisal model, Balanced Score card and PDP framework for company operations.

Monitoring and evaluation of these initiatives has been a missing link till 2012 when M&E function started to be emphasized in PDP implementation. Monitoring is the systematic collection and analysis of information as a project activity progresses aimed at improving the efficiency and effectiveness of an organization. It is the systematic and routine collection of information from operating units for four main purposes; to learn from experiences to improve practices and activities in the future; to have internal and external accountability of the resources used and the results

obtained; to take informed decisions on the future of the initiative; to promote empowerment of beneficiaries of the initiative; reliability of information is critical for its success

(a) Career Ladder Programme

This is compensation applicable in the organization. Career ladder is one of the strategies in the organization that is used to raise performance and increase job satisfaction among employees. This strategy was introduced in the organization in year 2008, but it is not yet operational to date, its implementation is on progress. This is a performance-based compensation plan that provides incentives to employees in organizations that choose to make career advancement without leaving their positions or jobs. The plan was intended to increase job satisfaction among employees by attracting and retaining them.

Through this strategy employees could be recognized and compensated for their excellence and motivated to perform at increasing higher skills level. According to these study findings, career ladders provide a dynamic approach to rewarding, recognizing and developing employees. Each employee is assessed periodically in terms of career ladder policy to determine at what level he/she has demonstrated competent performance. Career ladder programmes could promote and support professional development of employees. In principle, this strategy intends to raise employees quality through a performance-based pay plan

The study indicates that this programme is good to promote employees who cannot go to higher positions but motivates them on equitable experience. It is a strategy

designed to formally progress an employee to a higher level of job responsibility within his/her current position. It is through this strategy that managers can retain valued employees who are motivated to advance their careers within their positions. Organizations should employ career ladder programme in a bid to increase employees performance and attracting and retaining talented employees. The organization should hasten the efforts to ensure the programme is in full operation.

(b) Employee-Employer Voluntary Agreements

This is another strategy in place in the organization aiming at improving job satisfaction in the organization. This is an agreement signed between the management and the trade union to protect mutual interest of both parties. It is a formal agreement between employer and employees in public organization covering work arrangements, pay and other conditions. These agreements are designed to provide appropriate protections for the employees and the employers. Most respondents agreed that the allowances they get are covered under this voluntary agreement, like overtime allowance. Overtime allowance is paid to employees according to the agreed formula on hours worked over and above the normal working hours. Most employee admitted that overtime allowance was one of the best allowances offered in their organization.

(c) Performance Development Plan

The performance development plan (PDP) was piloted in Dar Es Salaam and Coastal Zone in August 2010 with intention of rolling it out to other zones upon its successful implementation. The PDP was developed using participatory approach

and based on the Balance Score Card (BSC) system that has been institutionalized in TANESCO. The rollout of PDP in other zones started in January 2012.

The role of PDP *Incentive Bonus* in Performance Improvement are an inducement or supplemental reward that serves as a motivational device for a desired action or behavior; something that incites or tends to incite to action or greater effort, as a reward offered for increased productivity; focuses on encouraging learning, changing behavior, or increasing efforts that leads to improved productivity; main Categories are Financial and *Non Financial emotional Incentives*.

Common Forms include; Individual Incentives: to recognize achievement of predetermined performance objectives; team or Group Incentives: are based on a team or group's achievement of predetermined performance objectives; gain Sharing: e.g. PDP Incentives, given when PDP objectives are exceeded a percentage of gains is retained and paid to staff in the form of short-term cash incentive; staff achievement Awards: Reward risk taking, creativity, and productivity; special Non Financial Incentives; e.g. Bull roasting parties, certificates usually awarded to those below management level; to drive or arouse a stimulus to work, hence increase productivity; to enhance commitment in work performance; to psychologically satisfy a person which leads to job satisfaction; to shape the behavior or outlook of staff towards work; to inculcate zeal (Passion) and enthusiasm towards work; to maximize staff capabilities so that they are fully utilized; performance based; tied to Key Performance Indicators (Revenue Collection, Billed Units and New Connections; prorated increase in performance from the baseline to the target); discourage "backsliding" (no incentive below baseline); team-based incentives –

(based on business units – Regions/Zones); protection of the organization’s financial position (incentives paid from a percentage of improvement in collections; transparent computation (all parties know the framework); agreed Sharing Arrangement (combination of prorata & equal sharing); recognition initiatives for competition (emotional incentives – regional competition).

The incentive framework for zones & regions are based on the premises of improvement & the incentives is earned only when there is improvement in the Revenue Collection; Has two components; Base Incentive (10%) – to incentivize staff for sustaining the baseline performance and Smart Incentive (50%) - to reward staff for improving and moving toward the target; The incentive framework has three parent indicators (revenue collection, billed revenue and new connections); Regions/Zone staff earn monthly incentives equivalent to 60% of the monthly wage bill if they achieve all the parent PDP targets and achieve the baseline targets; Regions/Zone staff will earn monthly incentives between 0-60% for performance between the current (baseline) performance and parent PDP Target performance; and 20/80 sharing agreement will be applied.

5.2.3 Extent of the Level of Job Satisfaction in Affecting Employees’

Performance

The study was conducted on four attributes to measure the extent of employee’s performance in relation to the level of job satisfaction. These factors are productivity, employees’ absenteeism from work, employees’ commitment level, and working culture in the organization.

(i) Productivity is very high due to high work morale among employees

The study found that the productivity in the organization was not high but it was very low. Respondents also did not agree to the statement that productivity in the organization was very high. This situation reflects the outcome of low level of low level of satisfaction as seen in the previous sections of this study. There is sufficient evidence that low level of job satisfaction has impact on job performance (Locke, 1976: 1328 – 1329).

(ii) Employees' absenteeism from work is very minimal due to compensation packages attached to employees work

Employees' absenteeism is one of the signs of low level of job satisfaction (Robbins, 2001:78). Absenteeism may be caused by dissatisfaction with the workplace. There is a negative relationship between job satisfaction and absenteeism. Absenteeism disrupts working. If the working conditions of the organization are poor the workers may prefer to stay away from coming to the job. When satisfaction is high, absenteeism tends to be low; when satisfaction is low, absenteeism tends to be high. However as with the other relationships with satisfaction, there are moderating variables such as the degree to which people feel their jobs are important. Additionally, it is important to remember that while high job satisfaction will not necessarily result in low absenteeism, low job satisfaction is likely to bring about high absenteeism.

(iii) Employees with regard to commitment in their work

Many researchers have treated work commitment and job satisfaction as an independent variable that can be viewed from different angles (Jernigan, Beggs &

Kohut. Job satisfaction is a form of reaction to a particular job or work-related subject, whereas commitment is more of a universal response. For that reason, commitment should be more consistent than job satisfaction in an organization (Feinstein & Vondrasek,. In their study of tourism employees, Feinstein and Vondrasek established that the level of satisfaction predicts organizational commitment. Another study conducted by Gartner on the determinants of job satisfaction and organizational commitment established that job satisfaction- tin is the basis of organizational commitment.

Jernigan *et al.* explored the role that particular determinants of job satisfaction play in predicting different types of commitment in an organization. They established that effective commitment differs according to an individual's satisfaction with the work context. In such cases, the role of the management cannot be overlooked because managers are the key people with the highest level of responsibility for moving the organization ahead. Research conducted by Maxwell and Steel among hotel managers identified principles that enhance the level of commitment in organizations. These include high and equitable remuneration, employers' interest on their workers, a high level of cooperation in the organization, and opportunities to take part in social activities.

(iv) Working culture in the organizations

On this aspect, 110 (52 percent) respondents did not agree to the statement that working culture in the organization under study was on the high side. According to empirical literature people learn most of the behaviors and beliefs from the people they grow up with. Although each individual has unique talents and personal

preferences, the behaviors and beliefs of the people in the same organizations show common properties. This helps the organizations to create their own cultural properties. Since the members in the organizations work together in performing a job, the created culture will enable the organization members to understand each other easily and work effectively. Culture is defined as the customs and belief, art, way of life and social organizations of a particular country or group (Oxford advanced learner's dictionary). Culture is the shared knowledge and schemes created by a set of people for perceiving, interpreting, expressing, and responding to the social realities around them (Lederach, 1995), and is an active living phenomenon through which people jointly creates and recreates the worlds in which they live (Morgan, 1997). The beliefs and ideas of the organizations have created the culture, which cannot be seen but its physical manifestations are felt in the work place. Actually, the working environment is surrounded by the culture, which shapes the job relationships and processes in the organizations. For Schein (1992), the organizational culture helps the organizations to solve its problems of external adaptation and internal integration by creating a shared pattern. As the new members come into the organization, they perceive and think these problems in this shared pattern. According to these definitions; a group of people come together to perform a job, they need a set of rules to act in common manner and they need to know how to act in various circumstances. Knowing how the other members of the organization act in the same circumstances, gathers the organization members under the same umbrella. Organizational culture is also taken into consideration in the decision making process of long-term plans for strategic planning.

5.3 Conclusion

5.3.1 Factors Influencing Employees' Job Satisfaction at Work Places

According to this study, the factors that influence employees' job satisfaction at work places in public organizations in Tanzania include the incentives attached to the job, employees training and development, conducive working environment, good leadership, management leading by example, the extent of employees' involvement in decision making, and equal and fair opportunities for promotion to all employees in the organization.

First, it is concluded that job incentives are perceived to be among the most important factors that increase the level of job satisfaction among employees in public organizations. Job incentives are tools Managers use to reward good work and encourage employees' job satisfaction. Issuance of incentives to employees' makes them to feel valued and be more productive. The study supported the previous results (Che Ha *et al* 2007: Ahmed & Rafik 2004) that internal motivation factors positively influence job satisfaction of employee to a larger extent.

Second, training and development of employees' is an essential strategy for continued growth in an increasingly competitive world for success and survival. Public organizations require employees who are committed and flexible in order keep abreast with developmental changes in the dynamic business environment. Training and development of employees not only improve knowledge and skills but also impact on employees' job satisfaction, employees' attitudes and behavior after training. With regard to work environment, a conducive work environment can facilitate recruitment of high performers with qualification potential for their

organizations. The results of this study have shown that much is still needed in order to make a conducive work environment which, can assist in tapping in talented workforce and retain the existing employees. Members from both employees, employers, and the Government should identify human resources development challenges on employees' working conditions and formulate organizational policies which fully address the working environment challenges into mainstream economic life; policies and programmes should be developed with the aim of creating decent jobs and opportunities for creating good working environment as well as validating prior learning and skills gained to assist employees to cope with their work environment.

As regards whether or not the employees in this organization are well managed through good leadership, 72 percent respondents did not agree. Most organizations fail to attain their targets due to lack of good leadership. Managers in organizations should possess leadership skills in order to manage their organizations successfully. One of the successful leadership styles is to involve followers through encouraging them to creatively solve problems (Greenleaf, 1977).

This study finding indicates that 74 percent respondents did not agree with the statement that managers in their organization were leading by example. Managers in most organizations do not lead by example, and therefore organizations cannot succeed in their objectives without role models. Employees need leaders who can practice what they say or "walk the talk". Leading by example is a very useful strategy applicable to raise the level of job satisfaction among employees. Managers in the organization under this study are mostly engineers should be trained and

oriented on business administration courses to orient them in management of human resource. Such training should involve management at all levels.

Public organizations all over the world play vital roles in the growth and development of the economy. It is believed that the effectiveness and efficiency in performing these roles may inter-alia depend largely on employee involvement in decision making of the firms. However, the findings of the study reveal that on the average, the employees' involvement in decision making of the organization under study was low.

This implies the possibility of managers of the public organizations not being critical about employee involvement in decision making, probably because of their practice of high power distance culture. As regards the extent of employees' involvement in decision making, the study shows that most employees are not happy with the way opportunities for promotions are filled. They feel the process is not fairly and equally done equitably to all employees. They feel senior positions which could be filled internally by internal succession planning is not and therefore promotion procedures are not properly followed.

On the aspect of leading by example, it was evident from the study that, most leaders in Public Organizations do not lead by example. The reason for the situation was not apparent in this study, but the precondition for this philosophy to work is that the leader must create trust to the employees to believe in him so that they may follow his practical examples. For any behavior a leader wants to see from his/her followers, the leader must practice it himself/herself and if employees believe in his/her

leadership then they can practice (Bret, L.S., 2015). As to the question of “opportunities for promotion are executed equally and fairly among employees” the study findings were that 66 percent respondents did not agree to the statement that were executed fairly and equally to all employees in the organization.

Also, respondents through interview stated that vacant positions in the organization were filled through new recruitments and thus eliminating the possibility of promotion of existing staff to higher positions. This has to a great extent demoralized those who were expecting to be promoted to the higher positions. This also has impact on the level of job satisfaction among employees in the organizations.

Regarding the succession planning, respondents were not satisfied with succession planning and exchange of positions between employees in the organizations. The problem is that most organizations do not plan for succession of its employees and consequently affect organizational performance. Organizations greatly underestimate the difficulty, time, and cost associated with succession planning.

As to the question of employer’s adequate support to employees for additional training and education, most respondents were not satisfied with the support given to normal employees. The problem lies on the fact that employers do not see the importance for employees but see with concern the cost involved as if it was a mere wastage of money. However, this study observed that training and development of employees is of great importance at work places. Employees with access to training and development programs make them feel they are valued, appreciated, and may feel more satisfied with their jobs.

Working culture is a complex concept involving many variables like employees involvement in decision making, collaboration, transmission of information, learning, customer care, rewards, incentive systems, etc. most respondents through interview stated that they have been in their employment for a very long period and therefore are used to work and they see their work as their life blood.

The issue of corporate culture is especially important when implementing employee empowerment programs. Before implementing such a program, the HRM department must work with top management to establish the appropriate corporate culture—one that emphasizes the importance of employee participation and makes employees feel their input is desired.

In trying to establish a culture in which participation is valued, organizations must ensure that the process of establishing a participative environment is participatory. That is, such programs should not be imposed by decree. A more appropriate beginning would be to involve key managers and employees in initial decision making, giving them the opportunity to provide input on the feasibility, desirability, or operation of such programs.

5.4 Recommendations

In pursuance of the study the researcher recommends as follows:

1. Managements of public organizations should strategically identify incentives that lead to high performance among its employees. This will among others involve determination of what are good incentives to their employee' in particular and set up formal and informal structures for rewarding employees

that work extra miles. In view of that, they should design economic incentives so that employees at all levels of an organization can benefit from them and will strive to minimize absenteeism and work hard to realize the available incentives.

2. Public organizations in order to cope with rapidly changing business environment need to constantly train its employees to keep abreast with technological changes in their work settings. In so doing both formal and informal training should be employed to discharge their capabilities to support work performance. This will in turn increase employees' job satisfaction level as they seem to be valued as the most important resource in the organization.

3. The government of Tanzania should see the importance to increase the capacity of schools, training institutions and enterprises to deliver relevant and high-quality skills, and to respond to rapidly changing skills needs; expand the availability of good quality basic education as an essential right and as a foundation for vocational training, lifelong learning and employability; upgrade informal apprenticeship systems to deliver skills and knowledge as a basis for higher value added activities and more advanced technologies; facilitate recognition of skills for the effective and efficient matching of workers' skills with skills required in enterprises (irrespective of where the skills were gained); promote equal opportunities for women and men in access to relevant and quality education, vocational training and workplace learning, and to productive and decent work; target training service cost to be cheap to enable employees to afford the fees and other cost associated with these training and skills development; this will among others help women and men in disadvantaged

population groups to realize their potential for productive work and for contributing to economic and social development; improve the capacity of labour market institutions to collect and communicate reliable and up to date information on skills needs in current labour markets as a basis for better informed choices of stakeholders and career guidance; and to promote social dialogue in training at the organizational levels, enterprise, sector and national levels to improve the relevance of skills training to market needs.

4. Public organizations have to look for more areas for improvement of the working environment. Work environment plays a vital role since it influences job satisfaction, as employees are concerned with a comfortable physical work environment that will ultimately renders more positive level of job satisfaction (Robbins, 2001). Lack of favorable working conditions, amongst other things, can affect poorly on the worker's mental and physical well-being (Baron and Greenberg, 2003). According to Arnold and Feldman (1996) factors such as working hours, temperature, ventilation, noise, hygiene, lighting, and resources are all part of working conditions. Negative performance will be provoked by poor working conditions since an employee's job demands mental and physical tranquility. Moreover, they (ibid) warned that if working conditions are to extreme ends i.e. either too favorable or too extreme, this could be taken for granted or ignored by most employees. Furthermore, when employees feel that management does not appreciate or acknowledge their efforts or work done they may use poor working conditions as an excuse to get back at management.

5. Public organizations should have in place good leaders who can influence their employees to perform their jobs to the best of their capabilities. This may involve among others, adoption of participative leadership style, which incorporates the leaders ability to include, discuss, take ideas, look for ways to help employees and celebrate every success that comes along (Leary-Joyce, 2004).
6. Leaders in Public organizations should lead by example if they wish to realize the employees' contributions in full potential. Organizational leaders need to be inspirational, creative, and innovative, ready to embrace changes and with long term vision. Effective leaders manage by example, and in so doing, develop their teams. Organizations should encourage all its managers to lead by example, and in turn this attracts employees to emulate their example, and consequently, employees become more satisfied with their jobs due to good leadership that care and value employees.
7. For public organization to grow and prosper and remain competitive there is need for them to demonstrate a high level of commitment to employees' involvement in decision making for the sake of performance enhancement and increased job satisfaction.
8. Public Organizations have to re-examine their internal services strategy development, particularly in the context of increasing employee satisfaction and their retention. In filling the vacant positions, they should start by looking from within and for those positions that cannot be filled from within the organization

can be opened to the public at large. This will create a sense of trust of employees to their employers and also in turn influences customer satisfaction and increased customer loyalty.

9. Managers in public organizations should put into practice the behavior that they want their followers to follow or do at work, and also leaders should respect themselves as leaders. Otherwise, if leaders do not respect themselves then employees should neither respect them nor follow their example. Leading by example is an area that attracts high level of job satisfaction and subsequently increases employees' performance if well addressed from top down the organizational hierarchies.
10. Organizations should make sure that opportunities for promotions are executed equally and fairly to all employees in the organization, and one of the ways to achieve this is by advertising the position internally so that all employees with adequate qualifications can apply. Organizations should bring on board appropriate in service programs leading to promotions to prepare their employees for senior positions. This will attract high job satisfaction, cooperation, commitment and loyalty of employees to their organizations.
11. Public Organizations should make sure that efficient and well deserving employees are promoted on merit. Despite the fact that it is not possible to promote every employee in the organization, but it is not fair to recruit fresh employees to fill positions that could be filled within the organization by promotion of existing employees. Adeniji (2011) observes that, to obtain

cooperation, commitment, and loyalty of employees, it is important that appropriate in-service programmes leading to promotions should be made available to all sundry, and that promotion criteria should be well defined. Some senior external appointments are necessary to improve diversity and to bring on board people with different skills and experience but too many can result in frustration and loss of some key talents (Beardwell, et al. 2004).

12. Organizations should put in place clear succession planning and exchange of positions between employees in their organizations. Planning for succession helps to eliminate the dangers of insufficient planning and also reducing the risk of leadership vacuum, strengthen governance, and increase employees' performance.
13. Public Organizations should invest heavily on training and development of its employees' to create an overall team of knowledgeable staff who can take over one another as needed, work on teams or independently without constant help and supervision from others, and also to keep them abreast with new technological changes. On this, organizations should ensure management at all levels of organization receives adequate training. There is tendency for many organizations to invest heavily in leadership training while neglecting supervisors and middle level managers.
14. Public Organizations should create plenty of opportunities for employees to learn new skills in their work. The major motive here is that productivity now a day does not come from working hard but from working smarter. Therefore,

creating environment that promote learning not only increase productivity but also attract and retain employees which in turn will achieve organizational performance targets.

15. Employees job satisfaction strategies if unsupported by government policies and institutions, are unable to translate into implementation in organizations. This is due to lack of guidance, incentives, economic willingness and coordination on the part of employing organizations. Tanzania government has developed different institutional frameworks to overcome these problems but, however implementation has ended in vain. The challenge for government policy is to develop and foster institutional arrangements that establish and maintain the capacity of public organizations, employers, schools, training institutions and universities to respond effectively to changing skill and training needs as well as playing a strategic and forward-looking role in facilitating and sustaining technological, economic and social advancement. The role of institutions in improving employees' job satisfaction includes advocating transparency in organization as far as employees benefits are concerned, dissemination of information, coordination and social dialogue between both parties.

5.4 Area of Further Research

This study was conducted on the case of one public organization and the results generalized for all public organizations, therefore other researchers could go to more organizations to study the same topic to get more realistic results. This study used only three questions on the areas of job satisfaction, other researchers could raise more questions and studied in details to get all the factors needed to raise employees

job satisfaction among organizations. There are also other areas which are closely related to job satisfaction such as retention strategies, talent management, learning organization which may yield very useful results for improvement of job satisfaction among employees in the organizations.

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APPENDICES

Appendix I: Questionnaire

Dear respondent,

This is an MBA research study on “factors influencing employees job satisfactions’ in organizations, a case of TANESCO Limited” The questionnaire is seeking your invaluable opinion on this subject. The results of this dissertation could go a long way in providing organizations with appropriate knowledge when dealing with employees’ matters. The purpose of this questionnaire is to give you a chance to tell how you feel about your present job, what things you are satisfied with, and what things you are not satisfied with. On the basis of your answers and those of other employees at TANESCO we hope to get a better understanding of individuals’ level of satisfaction or dissatisfaction with their jobs

Please, answer the questionnaire as fully as possible. Your responses will remain totally confidential and at no time be directly attributed back to you. Instead, they will be aggregated with responses from other subjects in the survey. Please do not write your name on the questionnaire.

Thank you.

Samwel Kafyeta

Section A**Demographic and socioeconomic information**

- i) Department:
- ii) What is your gender? Tick the appropriate sex
 - Male
 - Female
- iii) What is your age? (See the Codes bellow):
 - Between 18 - 29 years
 - Between 30 - 39 years
 - Between 40 - 55 years
 - Above 55 + years
- iv) Level of education (See the codes bellow):
 - Primary
 - O- level
 - Form Six/certificate
 - Diploma
 - Degree/advanced diploma
 - Postgraduate degree
 - PhD
- v) Service Tenure: For how long have you been working with TANESCO?
 - Less than 5 years
 - 5 to 10 years
 - 11 to 15 years
 - 16 to 25 years
 - More than 25 years
- vi) What is your primary role designation?
 - Normal employee
 - Supervisor/Administrator
 - Managerial position
 - Short term Contract
 - Under probation

Section B

This section aims to determine the factors influencing employees' job satisfaction at work places.

Employees' level of satisfaction with job motivators and hygiene factors:

2.0 Please indicate your level of agreement or disagreement with each of the following statements by ticking on the appropriate circle of answers you choose:

(1 = strongly disagree; 2 = Disagree; 3 = Not sure; 4 = Agree; 5 = strongly agree)

2.1. I am very much satisfied with my job due to incentives attached to it.

- Strongly disagree
- Disagree
- Not sure
- Agree
- Strongly agree

2.2 All employees in this company are well trained to get knowledge and skills to do their jobs well.

- Strongly disagree
- Disagree
- Not sure
- Agree
- Strongly disagree

2.3. The working environment in this company is very much conducive.

- Strongly disagree
- Disagree
- Not sure
- Agree
- Strongly agree

2.4. Employees in this company are well managed by good leadership.

- Strongly disagree
- Disagree
- Not sure
- Agree

- Strongly agree

2.5. Managers of this company lead by example.

- Strongly disagree
- Disagree
- Not sure
- Agree
- Strongly agree

2.6. The methodology by which changes are implemented in this company is transparent to all employees in the company.

- Strongly disagree
- Disagree
- Not sure
- Agree
- Strongly agree

2.9. Opportunities for promotion are executed openly and transparently with equal chances accorded to every eligible employee.

- Strongly disagree
- Disagree
- Not sure
- Agree
- Strongly agree

SECTION C:

This section aims to identify the Management's strategies which are applicable in ensuring employees' job satisfaction at the work place.

2. There is a clear succession planning and exchange of positions between employees in this company.

- Strongly disagree
- Disagree
- Not sure
- Agree

- Strongly agree
- 3. There is adequate support to employees for additional training and education in this company.
 - Strongly disagree
 - Disagree
 - Not sure
 - Agree
 - Strongly agree
- 4. There is plenty of Opportunities available to employees at work to learn new skills in this company
 - Strongly disagree
 - Disagree
 - Not sure
 - Agree
 - Strongly agree
- 5. Employer's recognition to what I do in the company is very encouraging.
 - Strongly disagree
 - Disagree
 - Not sure
 - Agree
 - Strongly agree
- 6. I am very much satisfied with the compensation benefits and other allowances given by the employer in the organization.
 - Strongly disagree
 - Disagree
 - Not sure
 - Agree
 - Strongly agree

Section D: This section intends to determine the extent to which employees' level of job satisfaction affects employees' performance.

- 1) Productivity in this company is very high due to high work morale among employees.
 - Strongly disagree
 - Disagree
 - Not sure
 - Agree
 - Strongly agree

- 2) Employees' absenteeism from work is very minimal in this organization due to compensation packages attached to their work.
 - Strongly disagree
 - Disagree
 - Not sure
 - Agree
 - Strongly agree

- 3) Generally, employees in this company are highly committed towards their work.
 - Strongly disagree
 - Disagree
 - Not sure
 - Agree
 - Strongly agree

- 4) Working culture in this Company is on the high side.
 - Strongly disagree
 - Disagree
 - Not sure
 - Agree
 - Strongly agree

Thank you for taking the time and effort to completing this questionnaire. It is greatly appreciated. Please, hand over the completed questionnaire to the researcher or place it in the pre-paid envelope (herewith enclosed) and return it within two weeks of the date of the questionnaire receipt.

For correspondence or in case of any queries, please contact:

Name: Samwel Kafyeta

Mobile:+255752597272

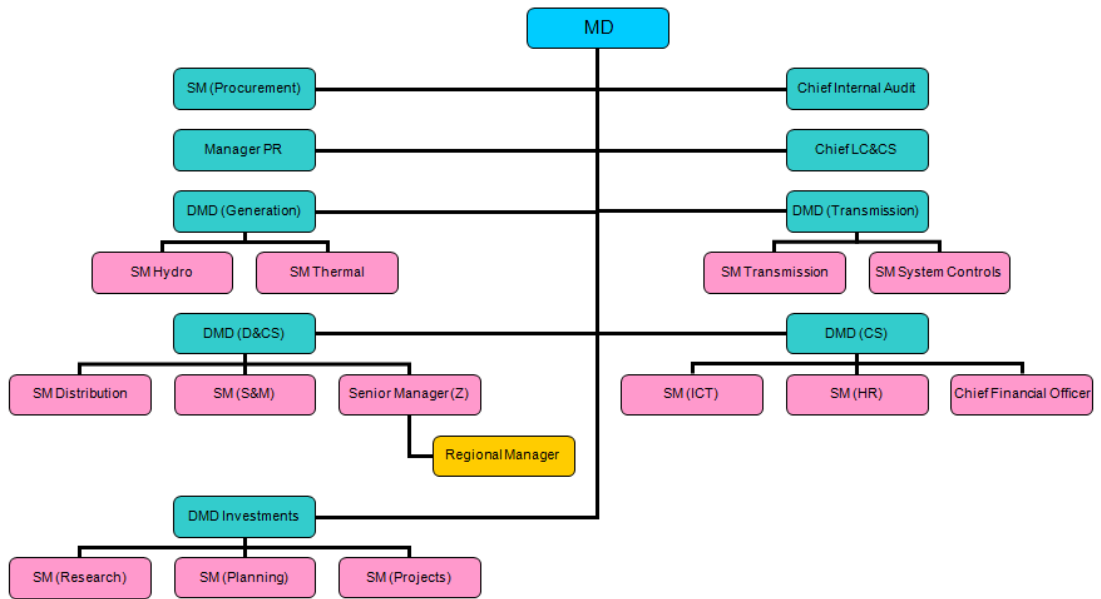
Appendix II: Schedule of Allowances & Benefits

1. BENEFITS PAID TO TANESCO EMPLOYEES

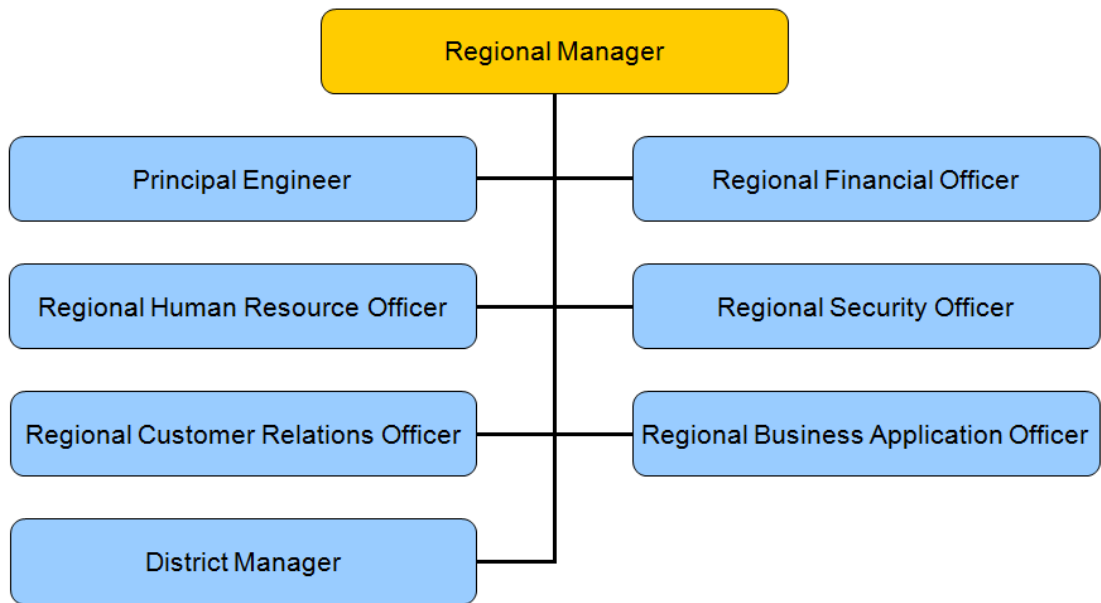
S/N	BENEFIT	ENTITLED OFFICERS	AMOUNT (TZS)
1	Housing allowances	Executive Management members / Senior Managers, Head Office/Regional Managers	500,000.00
2	Fuel allowance	Executive Management members	600,000.00
		Senior Managers	500,000.00
		Head Office/Regional/hydro Managers	300,000.00
3	Leave allowance	All employees	One month employee's basic salary
4	Electricity subsidy	All employees	750 units per month
5	Medical service	All employees	Spouse and 4 children under the age of 18 years

Source: Field data (2015)

Appendix III: Tanesco Organisation Structures



Executive Management Structure



Regional Management Structure