

**EMPLOYEES' JOB DISSATISFACTION AND ORGANIZATIONAL
PERFORMANCE IN TANZANIA POLICE FORCE: THE CASE STUDY OF
TANZANIA POLICE FORCE HEADQUARTERS**

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CERTIFICATION

I, the undersigned, certify that I have read and hereby recommend for acceptance by the Open University of Tanzania, a dissertation entitled **Employees' Job Dissatisfaction and Organizational Performance in Tanzania Police Force: The Case Study of Tanzania Police Force Headquarters** in partial fulfillment of the Requirements for Award of the Degree of Master of Human Resource Management of Open University of Tanzania.

Dr. Salvio Macha

Date

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DECLARATION

I, **Eltruda David Lukosi**, 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.

Signature _____

Date _____

DEDICATION

To my parents Mr. David & Mrs. Rose D. Lukosi

I dedicate this to you for the number of hours you spent helping me to make life foundation and all of my other achievements in life. You have always been there to encourage me that I could do whatever I set my mind to accomplish. (Though mom left me on 5th July, this year on my way to accomplish my research report may her soul rest in eternal peace, Amen). Thank you and I love you!

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ABSTRACT

The aim of the study was to assess the effects of employees' job dissatisfaction on organizational performance in the Tanzania Police Force. The study objectives were to identify the domain of employees' job dissatisfaction in Tanzania Police Force (TPF) and to identify the actual reasons behind the domain of job dissatisfaction in TPF. As well, to study the effects of employee job dissatisfaction on organizational performance and lastly, was to identify ways to reduce job dissatisfaction in TPF. The major methods used were questionnaire, interview and observation. Simple random technique was employed. The target population was the police officers from Police Headquarters Dar es Salaam. The sample size consisted of 125 respondents because of limited time and fund. The findings reveals that the domains of job dissatisfaction in TPF are salary and allowances, promotion opportunities, company and administrative policies, advancement and achievement, working environment/condition, supervision and recognition and responsibility. The reasons behind the mentioned domains are that allowances are not fairly paid, the policies related to salaries and allowances are not clear to employees. Promotion is not fairly done and specific criteria for promotion are not exactly known among employees. Promotion policy is not considered. Employees are not comfortable with working environment and facilities. No timely recognition by management for the major accomplishment of the job. However, talented employees are not well utilized and given challenging job. The effects of employee job dissatisfaction are turnover and absenteeism. Some of the possible ways to reduce job dissatisfaction includes presence of good leadership in the organization, employee personal growth and development, presence of clear directives and objectives to the employees, presence of good relationship with superior officers. The recommendations

made were that job satisfiers should be made available to employees so that the needs of employees will be met as well as the organizational goals.

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LIST OF ABBREVIATIONS AND ACRONYMS

A/INSP	Assistant Inspector of Police
ACP	Assistant Commissioner of Police
CID	Criminal Investigation Department
CPA&P	Commissioner of Police Administration and Personnel
CPCP	Commissioner of Police Community Policing
CPL&F	Commissioner of Police Logistic and Finance
CPO	Commissioner of Police Operation
DCI	Director of Criminal Investigation
FFU	Field Force Unit
Fr	Frequency
ICT	Information, Communication and Technology
IGP	Inspector General of Police
INSP	Inspector
KRA	Key Result Area
PC	Police Constable
Per	Percentage
PSC	Public Service Commission
SACP	Senior Assistant Commissioner of Police
SGT	Sergeant
SP	Superintendent of Police
SRS	Simple Random Sampling
SSGT	Station Sergeant

SSP	Senior Superintendant of Police
SST	Stratified Sampling Techniques
STPU	Stock Theft Prevention Unit
TAZARA	Tanzania Zambia Railway Authority
TPF	Tanzania Police Force
TPFRP	Tanzania Police Force reform Program

CHAPTER ONE

1.1. Introduction

This chapter presents an introduction to the study in which various sections have been produced. The sections include introduction background information to the study area and statement of the problem which explains the need for the study. Other sections include study questions, objectives of the study, scope of the study, study rationale and study limitations.

1.2. Background Information

The Tanzania Police Force started way back since 1885 when the German colonialists created a group of men to perform the police duties. When the British took Tanganyika from the German colonialist, they formed the first Tanganyika Police Force and advertised the Tanganyika Police Force through the Government Notice No. 21 – 2583 Vol. 1 of 25th August 1919 with its headquarters in Lushoto in Tanga region (Tanzania Police Statistics Book, 2009). The Tanganyika Police Force was established by the colonialists to protect their regime. The laws establishing the Force and the laws that were required to be enforced by the police spoke it all. After independence, 9th December 1961, some reforms were introduced to reorient the attitude of serving a foreign regime to serving a national regime. Further reforms were introduced after the union of Tanganyika and Zanzibar(26th April, 1964) under the Police Force and Auxiliary Service Act, cap 322 to enable the TPF to be deployed as the National Police Force that had to operate all over the United Republic.

The Force has its legal basis in the country's Constitution, operating under the Ministry of Home Affairs. The core function of the Force are reflected in Section 5 of The Police Force and Auxiliary Services Act, Cap 322, (R.E 2002) and include provision of safety for people and property through preservation of the peace, maintenance of law and order, prevention and detection of crime, apprehension and guarding of offenders (Tanzania Police Force Annual Report, 2008).

The TPF is headed by the Inspector General of Police (IGP) assisted by four commissioners. The Commissioner for Administration and Resource Management, the Commissioner for Criminal Investigations and related matters, the Commissioner for Operations and the Commissioner for Administration and Management of the Force matters relating to Zanzibar. At the regional and unit levels, the IGP is assisted by Regional Police Commanders who are assisted by Officer Commanding District and Stations. In the performance of their duties, Regional and Unit Commanders are responsible to the Inspector General of Police. On the other hand, the IGP is assisted by the Unit Commanders of specialized units namely C.I.D, Marine, Traffic, S.T.P.U, F.F.U, Air Wing, Dog and Horse, Airports, Railways (TRC and TAZARA) Vehicle Maintenance Unit, Signal and ICT Building, Quartermaster, Medical and Band (Police Annual Report, 2008).

Job dissatisfaction among workers seems to be a problem for many workplaces to some degree over the world. The factors explaining job dissatisfaction seem instead more similar across the various private and public sectors worldwide. It may be difficult to explain job dissatisfaction without using the measures of satisfaction like earnings, job security, type of work, hours of work, working timing, working conditions and

environment, and distance and commuting. In this study therefore, dissatisfaction will be explained with respect to satisfaction.

According to Locke (1993), job dissatisfaction is a negative emotional state resulting from not appraising ones job or experience. It is the extent to which people dislike their jobs (Spector, 1997). In any organization, both employers and employees have expectations. The employer employee conflict happens when the expectations are not mutual. It will end up with the employers complaining that their workers are not performing and employees grumbling that their bosses are selfish. This may be attributable to a variety of factors including the economy, increased pressures at work and home or generational differences between workers and supervisors. Actually, people do not work just for the sake of money alone though that is the main motivation. They want to advance in their careers. They want their employers to give them responsibilities and trust that they can perform. They want to feel appreciated. They want to build great working relationships with their employers and colleagues. They want to learn. When humans do not experience any kind of progress, they feel bored and uninspired. They rebel by either giving less than their best, bicker around or walk off. The result of which are increased complaints, low performance and productivity.

Job dissatisfaction matters to organizations, to managers, to customers and perhaps most of all to employees. Job dissatisfaction is by definition unpleasant, and most individuals are conditioned, probably even biologically-driven, to respond to unpleasant conditions by searching for mechanisms to reduce the dissatisfaction. Studies show the same dissatisfactions have plagued generations of workers: job stress, unpleasant working conditions, long hours, monotony, ineffective supervision, insufficient training, poor internal communication, lack of recognition, rising costs, low pay and shrinking benefits.

The effects of those issues are high employee turnover, absenteeism, tardiness, health setbacks due to stress increased complaints, psychological disengagement, low levels of involvement and organizational commitment, poor performance, low productivity, and illness. There are many theories which explain the facets/domains of job satisfaction/dissatisfaction in most studies of which seem to be more or less the same.

Most police departments struggle with recruiting quality police officers and retaining them as well. There are many things to consider in the recruitment and retention of personnel. One of the most important elements in the retention of police officers is job satisfaction. There are many factors that influence a police officer's job satisfaction/dissatisfaction level. Some of these factors include working conditions, retirement program, promotional process, pay, benefits and equipment to name a few. Carlan (2007) explains that good job satisfaction offers many positive benefits to both the police employee as well as the police organization. In fact, one could argue that the community as a whole is better off if the police officer is satisfied with his or her job.

The Tanzania Police Force, just like many other police departments, is not left behind in being affected by this problem and it struggles with the retention of police personnel and is always looking for ways to improve the job satisfaction of its employees in order to improve employee retention. Over the time, the Force has gone through various development changes aiming at reducing job dissatisfaction while bringing effectiveness and efficient performance. These changes include the ongoing reform program. The reform programme document has stipulated the vision, mission, core values and strategic objectives and key result areas of the Force which gives the direction of the Force. According to the Tanzania Police Force Reform Programme Document (2009), the vision

of the Force is to have a professional, modernized and community centered Police Force that supports maintenance of public safety and security in the country. Its mission is to ensure public safety and security, maintain law and order, prevent and detect crime, apprehend offenders and preserve peace in the United Republic of Tanzania.

The core values are courage, pursuit of excellent, loyalty, integrity and impartiality. Courage – police officers should be willing to take risks even if that will cost lives, in order to safe guard the society; Pursuit of excellence – police officers should strive to achieve the highest standards in their work and actively look for opportunities to improve those standards; Loyalty – police officers should loyally serve the dully elected government of the day and should comply with the lawful instruction of their superiors to the best of their abilities; Integrity – police officers should not seek gifts, favours or inducements in the course of discharging their duties nor should they offer gifts, favours or inducements; Impartiality – police officers should be free bias and prejudices in performing their duties. The vision, mission, core values, strategic objectives and key result areas will be applicable and meaningful if employees are satisfied with job and/ or they focus on improving employees’ job satisfaction.

In an attempt to fix job dissatisfaction, there are some efforts that have been made by the Force. Activities which have been undertaken successfully includes the revision of the Police Force Scheme of Service including personal salaries and rent allowances to all officers living outside Police Barracks, establishment of a predictable and transparent system of promotion, adoption of a decentralized payroll management system consistent with the practice throughout the Government as well as the adoption of an improved

complaints and grievances handling mechanisms, establishment of Police Canteens, URA SACCOS, Duty Free Shops, increased number of top, middle and junior officers attended in – service training in various disciplines over the period and construction of residential flats.

The Key Result Area (KRA) four of the Tanzania Police Force Reform Programme Document is about the Human Resource Management. This key result area declares that people are most valued assets of any organization and the Tanzania Police Force has no exceptional. The main area of intervention is focused on systems and processes to improve human resource management particularly human resource planning, human resource information management, staff welfare and leadership development, to improve recruitment and selection, create incentives and rewards to recognize performance and contributions, offer flexible work arrangements, enhance the content of jobs, encourage leadership involvement of employees, establish realistic career opportunities (Tanzania Police Force Reform Programme Document, 2011).

However, despite those efforts and plans taken by the Force, there has been job dissatisfaction among employees in the Tanzania Police Force. The negative and unfavourable attitudes towards the job indicate job dissatisfaction (Armstrong, 2006). In a simple survey done in the Force, the following characteristics which are the indicators of job dissatisfaction to employees have been observed; being late for work, once employee arrive at work, taking a while to actually get started working, having less patience with customers, spending time at work doing personal task and looking at job websites on the internet when at work.

Other characteristics are not bothering in mentioning concerns to the superior because it is usually considered as a wastage of time, when employee leave the office during the day taking time getting back to work, doing the minimum amount of work required, checking the time throughout the day to see how close to quitting time it is, feeling bored at work, “killing time” during the day by chatting with co-workers or doing other non-essential tasks, scheduling personal appointments during working hours, starting getting ready to leave work before quitting time, increased complaints about job, psychological disengagement, low levels of feeling involved and committed, poor performance, some employees with special qualifications leaving the Force at the first available opportunity hence high turnover, perception of employees on Tanzania Police Force as not an employer of choice, only a few to mention. The question is why job dissatisfactions persist despite efforts to improve them?

This study is an attempt to identify the domains of job dissatisfaction in Tanzania Police Force, the actual reasons behind the stated domain of job dissatisfaction in Tanzania Police Force. The study also examines the effects of employee job dissatisfaction on organizational performance in Tanzania Police Force. Lastly, the study suggests the ways to reduce employees’ job dissatisfaction in Tanzania Police Force.

1.3. Statement of the Problem

Over years job dissatisfaction problem among Tanzania Police Staffs has been an issue of concern. The indicators of these are increased complaints, low levels of involvement and organizational commitment, poor performance, low productivity, absenteeism and high turnover. In recent years the Force have taken initiatives to improve the situation by

improving recruitment and selection, create incentives and rewards to recognize employees performance and contributions, offer flexible work arrangements, enhance the content of jobs, encourage leadership that involve employees, and so on.

Arthur (2001) noted several reasons cited by employees for job dissatisfaction. The reasons include: incompatible corporate culture, feelings of not being appreciated or valued, not feeling part of the company, inadequate supervision, lack of opportunity for growth, lack of training, unequal salaries and benefits, lack of a flexible work schedule and unsatisfactory relationships at work. Concern can be demonstrated in a number of ways, but generally it boils down to a career development, adult treatment, being taken seriously, and being appreciated for a job well done.

Another study was conducted by Cheti (2006), to examine the differences in job dissatisfaction across Europe. The study explained job dissatisfaction by using variables measuring different job characteristics (earnings, job security, type of work, hours of work, working timing, working conditions and environment, and distance and commuting) and the rank by importance of these job characteristics seems quite similar across countries. The study revealed big differences in job dissatisfaction across countries which seem due, at least in part, to cultural diversity. Type of work and earnings are the most important determinants of job dissatisfaction in all countries, but security seems to be more important in Ireland, Italy, Greece, Spain and Portugal than in the remaining countries.

However, despite those efforts to improve the situation, employees' job dissatisfaction is persisting in the Police Force. On the other hand, little research has been done on the effects of employees' job dissatisfaction in Tanzania Police Force. This study is sought to

find out the effects of employees' job dissatisfaction on organizational performance in Tanzania Police Force.

If the employees' job dissatisfaction in Tanzania Police Force is not addressed, opportunities that would have otherwise been available for eradicating the problem will become foreclosed. In a long run will limit the Force to achieve its strategic goals.

1.4. Objectives of the Study

1.4.1. General Objective

The study wants to assess the effects of employees' job dissatisfaction on organizational performance in Tanzania Police Force.

1.4.1.1. Specific Objectives

The specific objectives of this study are:-

- i. To identify the domain of employees' job dissatisfaction in Tanzania Police Force.
- ii. To identify the actual reasons behind the stated domain of job dissatisfaction in Tanzania Police Force.
- iii. To study the effects of employee job dissatisfaction on job performance in Tanzania Police Force.
- iv. To identify possible ways to reduce employees' job dissatisfaction in Tanzania Police Force.

iv.5. Study Questions

The study questions are:-

- i. What are the domains of employees' job dissatisfaction in Tanzania Police Force?
- ii. What are the actual reasons behind the stated domain of job dissatisfaction in Tanzania Police Force?
- iii. What are the effects of employee job dissatisfaction on organizational performance of Tanzania Police Force?
- iv. What are the stakeholders' views in reducing employees' job dissatisfaction on Police Force performance?

iv.6. Scope of the Study

This study is intended to cover the Tanzania Police Force, particularly Headquarters. Because of time and financial limit, the study was limited itself to the headquarters of the Tanzania Police Force.

iv.7. Rationale of the Study

The purpose of this study is to examine the effects of employees' job dissatisfaction on organizational performance in Tanzania Police Force. It identifies the domain of job dissatisfaction in Tanzania Police. It also, identifies the actual factors and reasons behind the stated domain of job dissatisfaction in TPF. The study further, examines the effects of employees' job dissatisfaction on organizational performance in Tanzania Police Force and lastly, identifies ways to reduce employees' job dissatisfaction in Tanzania Police Force.

It calls for remedial action to be taken to solve the problem. The study would enable the government and policy makers to formulate appropriate strategies to overcome the problem. It helps the government to redesign the policies to fit the current environment, in

relation to the employees' job dissatisfaction. Government, Police administrators and other institutions or actors will utilize the information gathered through this study in reducing the dissatisfaction and retention of the employees.

The study has an educative value. Academicians, researchers and consultants can use it as reference for subsequent study. It provides a theoretical framework, which forms the basis for further studies in the field of employee job dissatisfaction. It leads to development of strategies to reduce job dissatisfaction. Finally, it generates some measures to improve the situation, leading to economic and social development.

iv.8. Limitations of the Study

The study was limited in time and resources. The time allocated by the university to accomplish the study was limited. The researcher encountered the limitation in the side of financial resources. The researcher had no sponsor hence had to depend on herself.

Despite the limitations as mentioned above, the researcher had to adhere to the time allocated and be cost effective for the little fund and other resources available in order to make sure that the study is accomplished. Either, the researcher decided to select Tanzania Police Force, Headquarters as a study area to save time and fund.

CHAPTER TWO

LITERATURE REVIEW

iv.1.Introduction

This chapter presents literature review related to job satisfaction/dissatisfaction. It starts with conceptualization of job satisfaction/dissatisfaction and proceeds with presentation of theories of job satisfaction. The chapter presents categories of motivational theories. It further provides a review of empirical literature, lesson to be learnt and literature gap.

iv.2. Conceptual definitions

iv.2.1. Definition of Job Satisfaction/Dissatisfaction

Job satisfaction/dissatisfaction has been defined in different perspectives by numerous authors and numbers of theories. (Hornby, 2000) satisfaction means the good feeling that somebody has when he has achieved something or when something that somebody wanted to happen does happen or something that gives somebody this feeling. This implies that contrary to this is dissatisfaction. Job satisfaction is sense of inner fulfillment and pride achieved when performing a particular job. Job satisfaction occurs when an employee feels he has accomplished something having importance and value worthy of recognition; sense of joy.

Job satisfaction is defined as the extent to which people like (satisfaction) or dislike (dissatisfaction) their jobs (Spector, 1997). This definition suggests job satisfaction/dissatisfaction is a general or global affective reaction that individuals hold about their job. While researchers and practitioners most often measure global job satisfaction/dissatisfaction, there is also interest in measuring different "facets" or "dimensions" of satisfaction/dissatisfaction. Examination of these facet conditions is often useful for a more careful examination of employee satisfaction/dissatisfaction workers, pay, job conditions, supervision, nature of the work and benefits" (Williams, 2004).

Smith (1969) perceived job satisfaction as the "extent to which an employee expresses a positive orientation towards job" Wikipedia (2007) notes that job satisfaction describes how content an individual is with his or her job. Job satisfaction has also been defined as a pleasurable emotional state resulting from the appraisal of one's job, an effective reaction to one's job and an attitude towards one's job (Brief, 1998). Weiss (2002) argued that it is an attitude but pointed out that researchers should differentiate between the objects of cognitive evaluation which affect (emotion), beliefs and behaviors. Other authors argue that job satisfaction/dissatisfaction may include factors such as workload, physical conditions, and career aspirations of individuals. Job satisfaction is often described as the quality of life at work as experienced by the employee, and the condition that could be promoted by social responsibility programs executed by the employer.

The profunder argues that job satisfaction is reinforced by the state that employees have individual sets of expectations which are met. When those expectations are unmet, it results into dissatisfaction that leads to high turnover, absenteeism, increased complaints, psychological disengagement, low levels of involvement and organizational commitment, poor performance, low productivity and illness.

iv.3.Theoretical Framework

There are theories which try to explain satisfaction/dissatisfaction and factors affecting it. Such theories are Maslow Theory, Hertzberg Motivation – Hygiene Theory (Two Factor Theory), McClelland's Theory of Needs, Theory X and Social Action Theory. Some of these theories are Maslow Theory. The theory tries to explain the five hierarchies of needs

and that the lower order needs must be met before higher order needs could be met. Contrary to the hierarchy is job dissatisfaction. Herzberg Motivation – Hygiene Theory explains factors leading to satisfaction and dissatisfaction. That the factor leading to satisfaction are achievement, recognition, work itself, responsibility, advancement and growth and the factors leading dissatisfaction are company policy, supervision, relationship with boss, work conditions, salary and relationship with peers. McClelland's Theory of Needs proposed that an individual's specific needs are acquired over time and are shaped by one's life experiences and these needs can be classed as achievement, affiliation and /or power. Douglas McGregor proposed Theory X which assumes that the average person dislikes work. Social Action Theory which explains that employees would regard what other employees get from other similar organizations.

iv.4.Revised Empirical Studies

According to Sambuguni (2008) who conducted the study on factors affecting employees' job satisfaction in the Military Services in Tanzania, case study of the National Services, revealed that the majority of public servant employees under National Service are not satisfied with their job and this lead to employee turnover. It was found that the reasons for job dissatisfaction among other things being little salary, poor working conditions, poor motivation, little involvement in decision making and insufficient recognition.

iv.5.Reasons for job dissatisfaction

One of the perspectives is about reasons for job dissatisfaction. Santiago (2003) conducted a research on negative Effects of Internal Stress on Police Performance, cynicism and job dissatisfaction found that among major sources of police stress and job dissatisfaction

stemming from the police organization and police leadership are lack of administrative support, poor equipment, inadequate training and career development, burdensome policies and procedures, lack of opportunity to participate in police policymaking and insufficient resources.

Arthur (2001) noted several reasons cited by employees for job dissatisfaction. The reasons include: incompatible corporate culture, feelings of not being appreciated or valued, not feeling part of the company, inadequate supervision, lack of opportunity for growth, lack of training, unequal salaries and benefits, lack of a flexible work schedule and unsatisfactory relationships at work. Concern can be demonstrated in a number of ways, but generally it boils down to a career development, adult treatment, being taken seriously, and being appreciated for a job well done.

Another study was conducted by Cheti (2006), to examine the differences in job dissatisfaction across Europe. The study explained job dissatisfaction by using variables measuring different job characteristics (earnings, job security, type of work, hours of work, working timing, working conditions and environment, and distance and commuting) and the rank by importance of these job characteristics seems quite similar across countries. The study revealed big differences in job dissatisfaction across countries which seem due, at least in part, to cultural diversity. Type of work and earnings are the most important determinants of job dissatisfaction in all countries, but security seems to be more important in Ireland, Italy, Greece, Spain and Portugal than in the remaining countries.

Ito et al. (2001) surveyed 1494 nurses employed in 27 psychiatric hospitals in Japan and used the National Institute for Occupational Safety and Health job stress questionnaire to study job satisfaction. Forty-four percent of the respondents wanted to leave their job, and 89% of those perceived a risk of assault. Younger age, fewer previous job changes, less supervisory support, lower job satisfaction, and more perceived risk of assault were significant predictors of intention to leave.

Rosse and Saturay (2004) conducted a study in Alaska to examine the effects of various personological traits on individuals' reactions to job dissatisfaction at differing levels of intensity. The results indicated that the more dissatisfied an individual becomes at work, the more likely he or she is to engage in impulsive reactive behaviors, such as quitting, disengaging, or retaliation, rather than adaptive behaviors, such as problem solving or adjusting expectations. In addition, a relatively small number of individual differences were found to have a noticeable impact on reactions to dissatisfaction at work.

Other studies explain the satisfaction perspectives which bring the extent of employees remain in the job. Kaye and Jordan-Evans (1999) conducted a quantitative study of business employees to determine why people remained in their jobs. Using their own instrument that included a list of 18 reasons why people stayed in their current jobs, Kaye and Jordan-Evans reported that 90% of the respondents listed 1 of these 3 reasons for staying in their current job: (1) Career growth, learning and development, (2) Exciting work and challenge, (3) Meaningful work, making a difference and a contribution. Kaye and Jordan-Evans also reported that people remain in their current jobs because of working with great people, being part of a team, having a good boss, being recognized for

work well done, having fun on the job, autonomy, a sense of control over work and flexibility in work hours. Kaye and Jordan-Evans also found that the three most often reported reasons people remained in their jobs, included career growth, exciting work, and making a difference and that these factors also lead to job satisfaction.

Kaye and Jordan-Evans (1999) also found that many researchers who have studied retention agree on what satisfies people and therefore influences them to stay: meaningful, challenging work, a chance to learn and grow, fair compensation, a good work environment, recognition and respect. Some employees leave their current job because they can find another position in a growing economy and they receive more money or better benefits from another position.

The factors that affect job satisfaction/dissatisfaction has been explained by some various profounder as follows; Furnham (1992) categorizes factors that can have an influence on job satisfaction into three groups namely: i. Organizational policies and procedures that have to do with the nature of the remuneration package, supervision and decision-making practices, and the perception of the quality of supervision. ii. Aspects of the total workload, the variety of skills applied, autonomy, feedback and the physical nature of the working environment. iii. Personal aspects such as self image, ability to deal with stress and general satisfaction with life.

Onu et al. (2005) examined the factors affecting job satisfaction of field extension workers in Enungu State Agricultural Development Programme in Nigeria using a sample of forty-two extension staff randomly selected across three agricultural zones. The field

extension workers indicated low level of satisfaction with their job content, conditions of service and working environment, which were subsequently identified as key factors that could enhance job satisfaction among extension personnel in Nigeria.

Environment Score (PES) was identified as the main determinant of job satisfaction among nursing staff in then 20 states. Tutuncu and Kozak (2006) measured job satisfaction in the Turkish Hotel industry using a job satisfaction index. Attributes such as the work itself, supervision, and promotion were noted as the determinants of the level of overall job satisfaction among Turkish hotel workers.

DeVaney and Chen (2003) conducted a survey of job satisfaction among 211 graduates in financial services in the US using Ordinary Least Squares (OLS) as the analytical tool. The aspects of job satisfaction measured in the study were attitude to the job, relations with fellow workers, supervision, company policy and support, pay, promotion and advancement and customers. Realization of expectation, company support and attitude, relations with fellow workers, pay, and gender were significant determinants of job satisfaction. Four factors in the regression analysis were not significantly related to job satisfaction namely job security, opportunity for promotion, age of the graduate, and stress. The study however, did not indicate why the four aforementioned factors were not statistically insignificant. A cross-sectional survey was done by Knowles (1978) to determine job satisfaction among supervisors in Australia using job satisfaction questionnaires. Job design and organizational factors emerged as the main factors underlying job satisfaction.

Work related variables such as whether the job is interesting, good relations with management, job security (permanent or contract jobs), higher pay, a sense of control over one's work were identified as important factors underlying job satisfaction (Souza-Poza, 2000).

Challenges in balancing work and life are becoming more complex for employees in the public and private sectors, including work schedules, child and adult care concerns, time concerns, and work expectations (Kutilek et al. 2002). Benedict and Taylor (1995) reported, "The combination of a fluctuating work environment with the competing job and family commitments can negatively affect employees. This negative effect can occur in the form of lowered morale, diminished motivation, reduced productivity, and increased burnout and turnover".

Research indicates a profound reciprocal impact between work and home life (Lingren, 1998). Work attitudes at home have been found to be very powerful, and this attitude was found to be stronger for men than women (Lingren). There has also been a "ripple effect" found from work-to-home stress crossover attitudes. On return from daily work, women will work more at home, while their husbands, when having a stressful day, will not do the same. Women will defer housework to another day when they have had a stressful day at work, which can lead to problems at home (Lingren). Therefore, flexibility of when and where work is done is important in an employee's decision to stay or leave a job (Dribble, 1999). Dribble's survey of factors influencing employees to stay or to leave showed "flexibility in hours" in third place as an attractor (52%) and the lack of flexibility in hours

of work was the reason “9% of the respondents left their job”. Unbearable family stress can make a person leave their current position.

iv.6.The Domain of Job Dissatisfaction in Tanzania Police Force

This defines the Domain of job dissatisfaction within the organization. To me this is environment, service condition, salary and human relations and other which raised during my research.

Figure 2.1 Conceptual Framework

**Job
Satisfaction/
Dissatisfaction**

**Organizational
Performance**

**Crime
Incidents**

CHAPTER THREE

METHODOLOGY

iv.7.Introduction

This contains introduction and definition of research methodology. It includes methods and techniques used by the researcher to obtain findings that has been used to answer research questions and solve research problems as opposed to research methods that included all methods or techniques that have been used to conduct a research. Thus, research methodology includes methods and the logic behind the methods used in the research and the reasons why a particular method has been chosen among others. This chapter discusses the approach, which adopted to undertake the study by the researcher. It included the research design, type of the study, study area, sample size and sampling techniques, instruments of data collection and methods, data collection methods, data collection instruments, and data analysis techniques.

iv.8.Research Design

This defines research design as “the scheme, outline, or plan that is used to generate answers to research problems.” It constitutes the ways data has been collected, measured and analyzed. The research design used in this study is Case Study Design. The study aimed at assessing the employees’ job dissatisfaction and organizational performance in the Tanzania Police Force.

iv.9.The Study Approach

A descriptive type of study was adopted in this study preferably because it makes enough provision for protection against bias while maximizing reliability with due concern for economic completion of the study. The study relied on individuals' self reports on their knowledge, opinions, attitudes and behaviour. Gay (1987) argues that, descriptive studies are concerned with the assessment of attitudes, opinions, demographic information, condition and procedures. Given the purpose of the study, which aims at assessing the effects of employees' job dissatisfaction in Tanzania Police Force, the study adopted both quantitative and qualitative approaches.

iv.10. Area of the Study

The study was conducted in The Tanzania Police Force Headquarters Dar es Salaam region. This area was chosen because it is where the important information on job dissatisfaction could be found.

Also, the Tanzania Police Force Headquarters Dar es Salaam has the largest number of police officers in different ranks whose opinions can represent the entire Force. Another reason was to serve financial resources and time because of financial and time constraints on my side as a researcher. The area was selected with the expectation that the respondents selected from the area of study have good knowledge and experience on employees' job satisfaction/dissatisfaction.

iv.11. Study Population

Population is a group of individuals who have one or more common characteristics that are of interest to the researcher (Best and Khan, 1998). The population for this study included police employees under TPF Headquarters whose sum is approximately 718

iv.12. The Sample Size

According to Babbie (1992), the sample is a segment of population in which the researcher is interested in gaining information and drawing conclusions. While selecting a sample size, researchers are advised to put into consideration three important aspects namely; the availability of population, methods of sampling to be used and the financial resources available for the facilitation of the specific study (Charles, 1995). The sample drawn consisted of 125 respondents, of which 25 respondents were from CPL&F, 25 from CPA & P, 25 from DCI, 25 from CPCP and 25 from CPO making the total number of respondents to be 125. The said sample size is desired because it is a representative of the finite population and is large to enable simple calculations.

iv.13. Sampling Techniques

Sampling is the procedure of a proper subset of the elements from the population so that the subset can be used to make the interference to the population as a whole (Charles, 1995). Moreover, sampling enables generalization to be made on a large population (Babbie, 1992). The researcher used different sampling techniques with special attention to involve experienced employees in order to get potential people in the study. The sampling techniques included simple random sampling and stratified sampling.

iv.14. Simple Random Sampling

This was used in order to allow each element in the population to have an equal chance or opportunity of being selected. Also it is easier to obtain the sample size using simple sampling procedure. This was used for the Inspectors, rank and file members and officers who are handling the difficult task of leading their groups to perform their duties. This sampling was used because the category mentioned above is relatively big.

iv.15. Stratified Random Sampling

Stratified Random Sampling was used by the researcher in order to increase the number of representative sample among the Assistant Superintendents of Police to the Senior Assistant Commissioner of Police. This sampling was used because the category mentioned above is relatively small and clearly defined population. The sample was selected from the obtained list of the fore mentioned category.

iv.16. Data Collection Methods

Since it is very difficult to rely on one technique or method of data collection, the researcher decided to use a number of data collection techniques. Data was collected through questionnaires and interviews for primary data. Secondary data was collected through reviewing different books, past studies, journals and through the internet. The instruments used in data collection will appear in the appendix of this dissertation. The techniques used were questionnaire, documentary review, interview and observation.

iv.17. Questionnaire

In this research, data was collected through the use of survey method by means of questionnaires. Most of the questions were closed ended and few open ended questions.

The reason for employing close-ended questions is that the respondent can answer it quickly, making it easy to carry statistical analysis. Open-ended questions gave respondents freedom to give their perceptions and opinions fully. Some of the questions used in this research were adopted and modified from the Job Diagnostic Survey JDS by Hackman and Oldham 1975. The instrument is necessary for reliability reasons. By the use of this instrument's information on factors that may lead to job dissatisfaction such as recognition, working conditions and the like were gathered. Each of the mentioned aspect was measured under a Six Point Likert Scale. Respondents were asked to rate question by stating whether they very agree, agree, neutral, disagree, very disagree, or not applicable. Questionnaire was administered to all respondents except the head of sections who were interviewed.

iv.18. Documentary Reviews

Documentary analysis involves the study of existing documents. The documents that were reviewed in this research include study reports, media, police records, documents related to the effects of employees' job dissatisfaction.

iv.19. Interviews

Structured interviews were administered in this research. This was face to face interviews with part of the sampled population. The type of interview used was open-ended because the researcher thought it was the best way she could be understood by the respondents and explain why she needed the information. Questions that were not clear to the respondents, were easily clarified in order to avoid time wasting. The interview was administered to different categories of experienced and knowledgeable persons including the heads of sections.

iv.20. Observation

The researcher observed the behavioural characteristics of respondents in order to complement the weaknesses under interview method. Since during interview one may be biased in giving his/her opinions concerning the topic under discussion, the researcher used participatory observation to compliment the interview method.

iv.21. Validation of Instrument

Since research requires a proper instruments to be used in and information collection, the researcher was duty bout to validate her instruments before going to the field to start conducting interview and send questionnaires to the respondents. The instruments in question form were given to five people and the supervisor before they were put in use and where there were corrections and amendment, all were accommodated before they were employed for data collection process.

iv.22. Data Analysis Method and Interpretation

The research was applied both qualitative and quantitative techniques for data analysis. The qualitative technique employed the application of content analysis which was supplemented by descriptive analysis done by the MS Office Word software package ready for interpretation.

iv.23. Data Presentation

The data were presented in form of table and pie chart for clear understanding to everyone.

CHAPTER FOUR

PRESENTATION AND ANALYSIS OF FINDINGS

iv.24. Introduction

The purpose of the study was to assess the effects of employees' job dissatisfaction on organizational performance in Tanzania Police Force. Presentation of findings is in line with the research questions that guided the study. Background information about characteristics of the respondents like education level, gender and their official rank were sought.

iv.25. Characteristics of Respondents

iv.25.1. Sex of the Respondents

One of the characteristic of respondents that was considered by researcher was the sex of the respondents. This is about the distribution of respondents by sex as shown in table 4.1 below.

Table 4.1: Distribution of Respondents by Sex (N=125)

Sex	Number	Percent
Male	90	72.0
Female	35	28.0
Total	125	100.0

Source: Field data, 2015.

The study involved 90 (72.0%) males and 35 (28.0%) females. However, the sample still remain to be true representative because of the nature of the population itself as it has ratio of 3:1 of male to female. Table 4.1 above and figure 4.1 below show the results.



Figure 4.1: Distributions of Respondents by Sex (N = 125)

Source: Field data, 2015

iv.25.2. Age and the Level of Education of the Respondents

The following survey data show the response of the respondents on the questions which asked them to state their ages in the nearest years as well as their highest level of education. Out of the 125 (100%) respondents 80 (64.0%) were between the age of 40 and 60 years while 45 (36.0%) were between the ages of 25 and 40 years of age.

In case of educational level, 10 (8.0%) respondents had Master degree, 58 (46.4%) had first degree, 35 (28.0%) had Diplomas, 15 (12%) had certificates, 5 (4.0%) were form four leavers and 2 (1.6%) had primary education. Table 4.2 provides the details.

Table 4.2: Age and the Level of Education of the Respondents (N = 125)

Level of Education	Age				Total	
	25 - 40 years		40 - 60 years			
	Number	Percent %	Number	Percent%	N	%
Primary education	1	0.8	2	1.6	3	2.5
Secondary education (form IV)	1	0.8	7	5.6	8	5.0
Training Certificate	5	4.0	11	8.8	16	10
Diploma	15	12	7	5.6	22	27.5
First degree	42	33.6	21	16.8	63	47.5
Master degree	9	7.2	4	3.2	13	7.5
Total	73	58.4	52	41.6	125	100

Source: Field data, 2015.

iv.25.3. Rank of Respondents

The TPF is structured basing on different ranks that ranges from Police constable PC to IGP. However, at Police Headquarters, the highest rank is the Inspector General of Police (IGP). The respondents' ranks were as shown in the table 4.3.

Table 4.3: Distribution of Respondents by Ranks (N=125)

Rank	Number	Percent
PC – S/SGT	33	26.4
A/INSP – SSP	83	66.4
ACP – SACP	9	7.2
Total	125	100

Source: Field data, 2015.

Table 4.3 shows that 9 (7.2%) respondents were officers at the rank of Assistant Commissioners to Senior Assistant Commissioner of Police. It further indicates that 83 (66.4%) respondents were at the rank of Assistant Inspectors to Senior Superintendent of Police while 33 (26.4%) respondents were at the rank of Police Constable to Station Sergeant. Diagrammatically, figure 4.2 in a pie form shows clearly the distribution of respondents by ranks.



Figure. 4.2: Distribution of Respondents by Ranks (N =125)

Source: Field data, 2015

iv.26. Employees Job Satisfaction/Dissatisfaction in Tanzania Police Force

iv.26.1. Employees Attitude towards their Job

The respondents were asked to state if they are ready to leave the organization in case they may secure employment somewhere else. 91 (72.8%) respondents answered YES while 34 (27.2%) said NO. Among those who said that they are ready to leave the organization 48 (38.4%) were first degree holders 21 (16.8%) were diploma holders.

Table 4.4: Level of Education and the Desire to Remain in the Organization (N=125)

Level of education	Respondents ready to quit organization				Total	
	Yes		No		Number	Percent
	Number	Percent %	Number	Percent %		
Primary education	0	0	3	2.4	3	2.4
Secondary education (form IV)	6	4.8	0	0	6	4.8
Training Certificate	7	5.6	12	9.6	19	15.2
Diploma	21	16.8	10	8	31	24.8
First degree	48	38.4	9	7.2	57	45.6
Masters degree	9	7.2	0	0	9	7.2
Total	91	72.8	34	27.2	125	100

Source: Field data, 2015

iv.26.2. Level of Job Satisfaction/Dissatisfaction

The study tried to find out the level of satisfaction or dissatisfaction among the employees. The survey data show the response of the respondents which was captured by the question whether or not she/he is satisfied with the current job. Among the respondents, 20 (16.0%) respondents said they are satisfied with their jobs, 73 (58.4%) respondents said they are not satisfied with their job.

In terms of respondents ranks 3 (2.4%) ACP to SACP, 9 (7.2%) A/INSP to SSP, 8 (6.4%) PC to S/SGT said they are satisfied with their jobs. At the other hand 22 (17.6%) A/INSP to SSP and 51 (40.8%) PC to S/SGT said they are not satisfied with their jobs. More details are as shown in table 4.5.

Table 4.5: Rank of Respondents and their Opinions on the Assertion that I am Satisfied with my Job (N=125)

Level of job satisfaction	PC – S/SGT		A/INSP – SSP		ACP - SACP		Total	
	Fr(n)	Perc (%)	Fr (n)	Perc (%)	Fr (n)	Perc (%)	Fr (n)	Perc (%)
Very much agree	1	0.8	2	1.6	0	0	5	4.0
Agree	7	5.6	7	5.6	3	2.4	15	12.0
Neutral	21	16.8	10	8.0	0	0	32	25.6
Do not agree	34	27.2	15	12.0	0	0	48	38.4
Do not agree completely	17	13.6	7	5.6	0	0	18	14.4
Not applicable	1	0.8	0	0	0	0	7	5.6
Total	81	64.8	41	32.8	3	2.4	125	100

Source: Field data, 2015.

iv.26.3. Domains of Job Dissatisfaction in Tanzania Police Force

Respondents were further asked to rank the various statements concerning the domain of job dissatisfaction in the organization using the Likert Scale comprising of six ranking which were “Very much agree”, “Agree”, “Neutral”, “Do not agree”, “Completely do not agree”, and “Not applicable”.

Respondents were asked to rank for company and administrative policies as the domain for job dissatisfaction. Tables 4.6 indicate that, out of 125 (100%) which was the total sample

78 (62.4%) respondents agreed that the company and administrative policies contribute to job dissatisfaction. Thirty three (26.4%) respondents did not support the statement.

Table 4.6: Company and Administrative Policies (N=125)

	Number	Percent
Very Agree	18	14.4
Agree	60	48.0
Neutral	14	11.2
Disagree	16	12.8
Very disagree	17	13.6
Not applicable	0	0
Total	125	100.0

Source: Field data, 2015

Based on the question of supervision as the main domain for job dissatisfaction, the findings are as shown in table 4.7. It shows that 49 (39.2%) respondents agreed and 54 (43.2%) did not agree with supervision as the main domain for job dissatisfaction in the organization.

Table 4.7: Supervision (N=125)

	Frequency	Percent
Very Agree	38	30.4
Agree	11	8.8
Neutral	19	15.2
Disagree	51	40.8
Very disagree	3	2.4
Not applicable	3	2.4
Total	125	100.0

Source: Field data, 2015

Table 4.7 show very small difference in number in case of those who agreed and those who did not agree that supervision is the main domain of job dissatisfaction.

Furthermore, the respondents were asked to comment on salary and allowances as the domain of job dissatisfaction. Basing on this question, the findings show that 83 (66.4%) respondents supported the argument while 31 (24.8%) disagreed. Table 4.8 reveals a big difference between those who agreed and those who disagreed with the argument that salary and allowances is the main domain of job dissatisfaction.

Table 4.8: Salary and Allowances

	Number	Percent
Very Agree	47	37.6
Agree	36	28.8
Neutral	7	5.6
Disagree	15	12.0
Very disagree	16	12.8
Not applicable	4	3.2
Total	125	100.0

Source: Field data, 2015.

Respondents were also asked to comment on working condition/environment as the domain for job dissatisfaction. Table 4.9 shows that 61 (48.8%) respondents agreed while 52 (41.6%) respondents disagree with the argument that working condition/environment as the domain for job dissatisfaction.

Table 4.9: Working Condition/Environment (N=125)

	Number	Percent
Very agree	37	29.6
Agree	24	19.2
Neutral	12	9.6
Disagree	32	25.6

Very disagree	20	16.0
Not applicable	0	0
Total	125	100.0

Source: Field data, 2015.

With respect to promotion opportunities, 84 (67.2%) respondents agreed with the idea that promotion opportunities is the major domain of job dissatisfaction while 29 (23.2%) respondents were disagreed with that statement. Table 4.10 shows the findings.

Table 4.10: Promotion Opportunities (N=125)

	Frequency	Percent
Very agree	53	42.4
Agree	31	24.8
Neutral	8	6.4
Disagree	12	9.6
Very disagree	17	13.6
Not applicable	4	3.2
Total	125	100.0

Source: Field Data, 2015

Apart from 84 (67.2%) respondents who agreed and 29 (23.2%) who disagreed, table 4.10 shows that 8 (6.4%) were neutral where the rest 4 (3.2%) said the statement is not applicable. However, it shows that there is a big difference between the number of respondents who agreed and the number of respondents who disagreed that promotion opportunities is major domain of job dissatisfaction in the organization.

When respondents were asked to comment on the statement that advancement and achievement is the domain of job dissatisfaction in the organization, the responses were as shown in table 4.11. According to the field survey data in table 4.11, shows that 62 (59.6%) respondents agreed with the statement while 28 (22.4%) respondents disagreed. Furthermore, 35 (28.0%) were neutral.

Table 4.11 Advancement and Achievement (N=125)

	Number	Percent
Very agree	29	23.2
Agree	33	26.4
Neutral	35	28.0
Disagree	19	15.2
Very disagree	9	7.2
Not applicable	0	0
Total	125	100.0

Source: Field Data, 2015.

When respondents were asked if responsibility and recognition is the one of the domain of job dissatisfaction in the organization the responses were as shown in table 4.12. Table 4.12 indicate that 46 (36.8%) respondents agreed with the statement and 42 (33.6%) disagreed with the statement. Twenty nine (23.2%) respondents were neutral and 8 (6.4%) said the statement is not applicable.

Table 4.12: Responsibility and Recognition (N=125)

	Frequency	Percent
Very agree	31	24.8
Agree	15	12.0
Neutral	29	23.2
Disagree	19	15.2
Very disagree	23	18.4
Not applicable	8	6.4
Total	125	100.0

Source: Field Data, 2015.

iv.26.4. The Actual Factors and Reasons behind the Stated Domain of Job Dissatisfaction in Tanzania Police Force

Respondents were asked to state factors that contribute to job dissatisfaction. Each respondent was required to state one factor which he/she considered to contribute to job dissatisfaction. Thirty three (26.4%) respondents stated poor working condition as the main factor leading to job dissatisfaction. Thirty seven (29.6%) respondents stated insufficient salary and allowances, 23 (18.4%) respondents stated lack of recognition and 17 (13.6%) respondents stated no motivation from management. The results are as shown in the table 4.13.

Table 4.13: Percentage Distribution of Respondents by \Factors Contributing to Job Dissatisfaction (N=125)

Factors Contributing to Job Dissatisfaction	Number	Percent
Insufficient salary and allowances	37	29.6
Poor working condition	33	26.4
No recognition from management	23	18.4
No motivation	17	13.6
Few opportunity of career development	11	8.8
Not respected by management	4	3.2
Others	0	0
Total	125	100

Source: Field data, 2015

As well, figure 4.3 below in pie form illustrates diagrammatically representation of study findings about factors contributing to job dissatisfaction.

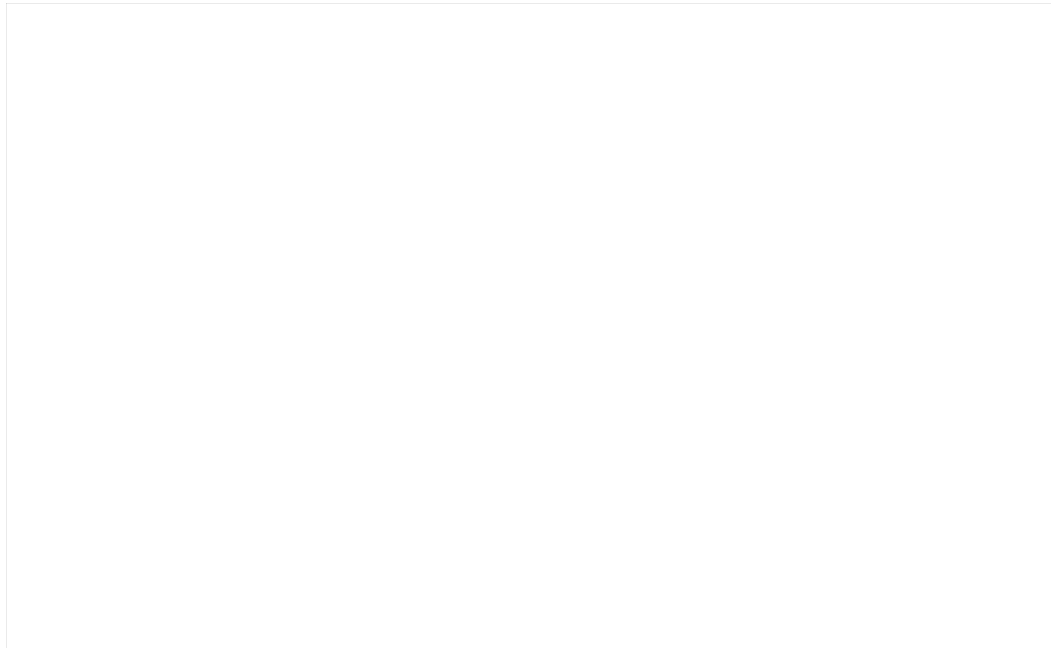


Figure 4.3: The Percentage Distribution of Respondents by Factors Contributing to Job Dissatisfaction

Source: Field data, 2015

However, there are reasons behind the fore mentioned factors which cause such factors to prevail. The respondents were asked to mention reasons for job dissatisfaction in the organization. Basing on the answers, the results as shown in figure 4.4 are as follows; out of the total number of respondents, 43 (34.4%) respondents said that salary and allowances

are insufficient and they are not fairly paid, 30 (24%) respondents outlined that the specific criteria for promotion are not exactly known among employees and there is no consideration of promotion policy. Fifteen (12%) respondents mentioned poor working condition and facilities as one of the reasons for job dissatisfaction. Out of the total respondents, 11 (8.8%) commented that recognition by management is poor in case of well done job. Poor ownership of work among employees is the reason for job dissatisfaction.

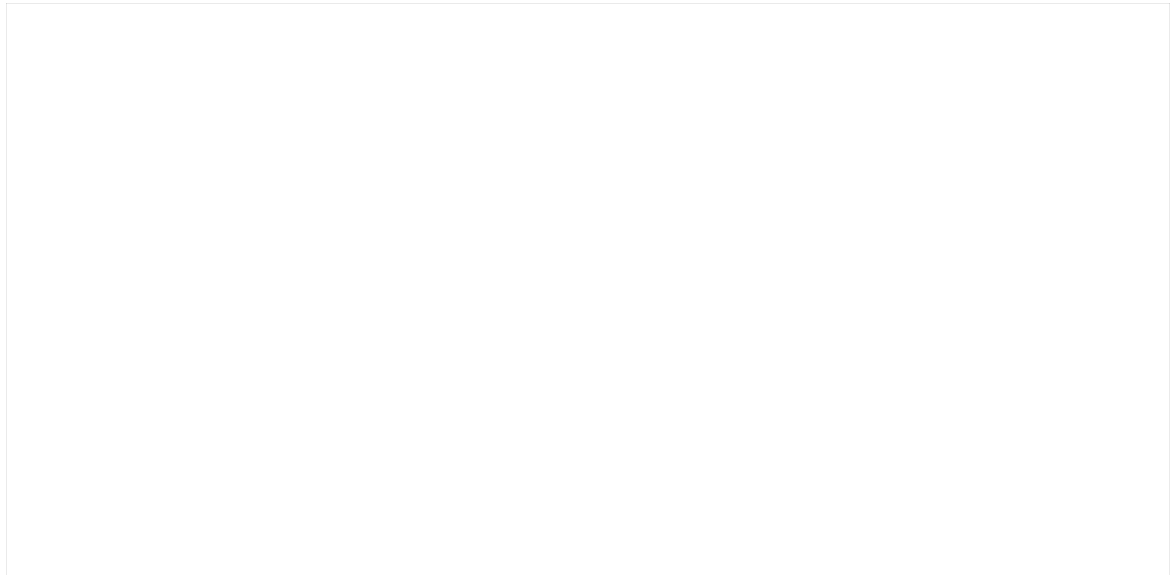


Figure 4.4: The Actual Reasons for Job Dissatisfaction in Tanzania Police Force

Source: Field data, 2015

Nine (7.2%) respondents commented that talented employees are not well utilized and given adequate challenging work in organization as one of the reasons for job dissatisfaction. Eight (6.4%) respondents said that supervisors do not have a consistent, timely and fairly method for evaluating individual performance and there is no use of positive feedback. Nine (7.2%) respondents said policies are not reasonable compared with those of other similar organization. However, employees have no opportunity for input into the policies. Figure 4.4 above shows the results.

iv.26.5. The Effects of Employees Job Dissatisfaction in Tanzania Police Force

The respondents were asked to mention the effects of job dissatisfaction in the organization. Basing on the results; seventy one (56.8%) respondents said that the effect of job dissatisfaction is absenteeism. Fifty four (43.2%) respondents mentioned employee turnover. The data is as shown in the figure 4.5 in pie form for more illustration.



Figure 4.5: The Effects of Employees Job Dissatisfaction in Tanzania Police Force

Source: Field data, 2015

**iv.26.6. The Relationship between Employee Job Dissatisfaction and
Organizational Performance**

On this aspect the study intended to find out the relationship between employee job dissatisfaction and organizational performance. The data were collected through questionnaire and interviews. The responses were collected and the results were as shown in the table 4.14.

Table 4.14: Relationship between Employee Job Dissatisfaction and Organizational Performance

Responses	Number	Percentage
YES	94	75.2%
NO	31	24.8%
Total	125	100.0

Source: Field data, 2015

The findings in table 4.14 shows that 94(75.2%) of respondents said YES, meaning that there is a close relationship between employee job dissatisfaction and organizational performance, that the high the employee job dissatisfaction, the poor the organizational performance while 31 (24.8%) respondents said NO, with a meaning that there is no existing relationship between employee job dissatisfaction and organizational performance. The data is also shown figure 4.6 in pie form for more illustration.



**Figure 4.6: Percentage of Respondents on Relationship between Employee Job
Dissatisfaction and Organizational Performance**

Source: Field data, 2015

iv.26.7. The Outcome of Employees' Turnover and Absenteeism on Job**Performance in Tanzania Police Force**

Basing on the respondents' perception, they were asked to mention one outcome of employees' turnover and absenteeism on job performance in Tanzania Police Force. The results basing on the frequency of the respondents were as follows; out of 125 respondents 73 (58.4%) respondents mentioned loss of knowledge and poor organizational performance. Twenty nine (23.2) respondents mentioned decreased productivity where the remaining 14 (11.2%) and 9 (7.2%) respondents mentioned low level of involvement and organizational commitment as shown in figure 4.7



**Figure 4.7: The Outcome of Employees Turnover and Absenteeism on Job
Organizational Performance in Tanzania Police Force**

Source: Field data, 2015

iv.26.8. Possible Ways to Reduce Job Dissatisfaction in Tanzania Police Force

Respondents were asked to state possible ways that will suit for reducing job satisfaction in the organization. Basing on the number of the respondents, the results were as follows; out of 125 respondents, 41 (32.8%) respondents stated that the possible way for reducing job dissatisfaction is the presence of good leadership in the organization while 21 (16.8%) respondents stated that personal growth and development increase job satisfaction. Twenty seven (21.6%) respondents stated that presence of clear directives and objectives to the employees reduce job dissatisfaction. Presence of good relationship with superior officers in the force was also stated by 15 (12.%) respondent as a way to reduce job dissatisfaction.



Figure 4.8: Possible Ways to Reduce Job Dissatisfaction in Tanzania Police Force

Source: Field data, 2015

Furthermore, 9 (7.2%) respondents stated that recognition for the achievement by the management reduce job dissatisfaction in the force while 7 (5.6%) and 5 (4%) respondents stated that personal career advancement and feedback and support from the management consecutively reduce job dissatisfaction in the Tanzania Police Force. Figure 4.8 shows the results.

4.4 Discussion of the Findings

4.4.1 Introduction

This chapter discusses the field findings as analyzed and represented in the previous chapter. The discussion is based on personal particulars of respondents, attitudes towards the job, level of job dissatisfaction, factors contributing to job dissatisfaction, the domain of job dissatisfaction, reasons for the mentioned domain, effects of employee turnover and absenteeism and possible ways to increase employee' job satisfaction in the TPF.

4.4.2 Characteristics of Respondents

4.4.2.1 Sex of Respondents

Basing on the sex of respondents, the findings revealed that 90 (72.0%) were male and 35 (28.0%) female. Since the sample size was randomly selected, out of the 125 respondents it was likely to get small number of female as compared to male. This has conformed to the actual ratio of the Tanzania Police Force as per Tanzania Report Book (2009).

4.4.2.2 Age and the Level of Education of the Respondents

The finding has revealed that 80 (64.0%) respondents were between the age of 40 and 60 years while 45 (36.0%) respondents were between the ages of 25 and 40 years of age. This shows that the number of young age is smaller than the older.

Referring to the education level, the study has revealed that 10 (8.0%) respondents had Master degree, 58 (46.4%) had first degree, 35 (28.0%) had Diplomas, 15 (12%) had certificates, 5 (4.0%) were form four leavers and 2 (1.6%) had primary education. This shows that most respondents have undergone trainings, although the big number is for first degree and diploma holders. It implies that the organization has a large number of academic qualified employees. This can be a threat to the management if there is no mechanism for retaining them in the job. The high qualified employees have high opportunity of getting another job in case they are not satisfied with the current job.

4.4.2.3 Rank of Respondents

The study revealed that 9 (7.2%) of respondents were officers of the rank of Assistant Commissioners to Senior Assistant Commissioners. Also, 83 (66.4%) respondents were at the rank of Assistant Inspectors to Senior Superintendent of Police while 33 (26.4%) respondents were at the rank of police constable to station sergeant. This is due to the fact that the number of higher rank is very small in the organization than the number of lower ranks. So it is obvious that the number of respondents in higher rank is lower.

4.4.3 Employees Job Satisfaction/Dissatisfaction in Tanzania Police Force

4.4.3.1 Employees Altitude towards the Job

Basing on perception about respondent's desire to remain in the organization in case they get other employment, the findings show that most of employees 91 (72.8%) are standby

ready to quit especially the young educated employees than the older counterparts. This implies that dissatisfaction is high among TPF employees hence a need to be addressed. This is in the line with Dess's argument. This may be due to the fact that professionals have high opportunity of getting another job wherever they like. Dess et al (2005) argue that talented and professional employees are like frogs in a wheelbarrow, they can jump out at any time whenever they get another employment opportunity.

4.4.3.2 Employees Level of Job Dissatisfaction

The respondents were asked to state if they are satisfied with their job. The study shows that officials at the rank of PC to SSP are not satisfied with their current job while the officials at the rank of ACP to SACP are satisfied with their current job. This may be due to the fact that higher rank has served for a long time and have more incentives with respect to their superiority. This has been complied with what Robbins and Judge (2007) stated that, factors such as expectations about alternative job opportunities and length of tenure with the organization are important constraints on the actual decision to leave one's current job. It may be because of maintaining their retirement pension and/or having no opportunity and capacity for another employment due to the age. The lower rank still have some opportunity of getting another job and they have served for short time that their pension contribution is less. They therefore, have nothing to lose even if they quit the current job. These findings are clearly supported by the findings documented by Oshagbemi (1997) who discussed and concluded that rank is an important determinant of job satisfaction/dissatisfaction.

4.4.3.3 Domain of Job Dissatisfaction in Tanzania Police Force

The study reveals that domain/facet of job dissatisfaction in Tanzania Police Force are company and administrative policies, supervision, working environment/condition, promotion opportunities, advancement and achievement, responsibility and recognition. These domains comply with what other writers revealed in working places. Robbins and Judge, 2007; Williams, 2007 and Fredrick Herzberg; 1974 revealed that the domains of job satisfaction/dissatisfaction includes work itself, pay, advancement opportunities, supervision, job condition, recognition, achievement, status, growth and responsibility.

4.4.3.4 Company and Administrative Policies

The findings shows that 78 (62.4%) respondents agreed that company and administrative policies is the main domain of job dissatisfaction in Tanzania Police Force, while 33 (26.4%) disagreed with the statement. This may implies that policies are not easily understood, they are not easily accessible to those policies. Some respondents stated that they have no opportunity for input into the policies, and at the same time policies are not reasonable compared to other organization.

4.4.3.5 Supervision

Basing on the comment about the supervision if is one of the domain of job dissatisfaction in Tanzania Police Force, the study revealed that the number of respondents who agreed is less than the number of those who disagreed. This means that supervision is less poorly practiced compared to other stated domain. To some extent this implies that supervisors posses leadership skills and employees are fairly treated.

4.4.3.6 Working Environment/Condition

The study shows that the working condition/environment in the Tanzania Police Force is one of the domains of job dissatisfaction. This has complied with what Herzberg identified. Hertzberg (1974) identified that the hygiene factors that produce dissatisfaction are mostly related to working environment, service condition, salary and inadequate training rules and regulations. Graham (1998) identified eight factors which influence satisfaction: co – workers, current job, level of responsibility, opportunities for advancement, pay, working conditions, fringe benefits and supervision. Basing on this study and other empirical studies we stand to state that working conditions is one of the major domains of job dissatisfaction. This means that the working environment/condition is not favourable in the TPF.

4.4.3.7 Promotion Opportunities

The presented data shows that the big number of respondents 84 (67.2%) agreed that promotion opportunities including rankings is one of the main domains of job dissatisfaction in Tanzania Police Force while respondents who disagreed were 29 (23.2%). This may be caused by lack of fairness in promotion, absence of known specific criteria for promotion among employees and less consideration of promotion policy. Oshagbemi (1997) discussed and concluded that rank is an important determinant of job satisfaction. This implies that employee ranking succession and accurate work expectation are important for employee job satisfaction and retention.

4.4.3.8 Advancement and Achievement

The study revealed that 62 (59.6%) respondents agreed that advancement and achievement is one of the domains of job dissatisfaction while 28 (22.4%) respondents disagreed. This

shows that half of the respondents agreed with the statement compared to those who disagreed. This implies that employees may be lacking challenging job, talented employees are poorly utilized. As well it means that achievement standards for positions are not clearly understood and there is no reward for loyal employees, lack of reward to employee for the performance, no support for continuing education and personnel growth by the management.

4.4.3.9 Responsibility and Recognition

The study found out that 46 (36.8%) respondents agreed with the comment that responsibility and recognition are the domain of job dissatisfaction while 42 (33.6%) respondents disagreed with the statement. However, the finding shows that there is no significance difference in number of respondents for those who agreed and those who disagreed. From this point of view we stand to believe that employees quit the organization because of relatively poor recognition from management.

4.4.3.10 The Actual Reasons for the Mentioned Domain of Job Dissatisfaction

The study revealed that job dissatisfaction in Tanzania Police Force is due to the various aspects which are the causative of job dissatisfaction. Such reasons are as explained hereunder.

In case of salary and allowances, the study shows that salary and allowances are not sufficient, the policies related to salaries and allowances are not clear to employees and employees are not fairly paid. Forty three (34.4%) respondents supported the statement. Among the allowances offered by the force includes professional allowance offered to

members with education to the level of Diploma and Degree; Responsibility allowance to officers responsible for decision making; Special skills allowance for members working under FFU; Trade test allowance; License Endorsement allowance; and Office phones. Others are Special tasks allowances like Investigation allowance for CID officials; Drivers allowance; Post-mortem allowance for CID members who attend such duty; Pilot allowance; Instructors' allowance; Signals allowance for members working with the Signal Department; Police marine allowance Dogs and Horses care allowance; Police Band allowance; and Outfit allowance for CID members. However, according to Robbins and Judge (2007) for people who are poor or who live in poor countries, pay does correlate with job satisfaction and with all happiness. But, once an individual reaches a level of comfortable living, the relationship virtually disappear. However, some other authors say money is not a good motivator.

For the side of promotion opportunities, the study revealed that promotion is not fairly done. However, the specific criteria for promotion are not exactly known among employees and that promotion policy is not considered to the extent that one can remain for a long time without promoted regardless of being deserving. This has been commented by 30 (34.4%) respondents.

Other aspect is about working environment/condition; the study shows that employees in Tanzania Police Force are not comfortable with working environment. However, working facilities are poor with respect to the current challenges. Facilities like transport, computers, radio calls, cabinets, internet, photocopy machines and others are poor. Out of the total respondents, 15 (12%) mentioned that they are not satisfied with working

environment. May be this could be the reasons why employees are not satisfied with their job and decide to quit the organization. This is clearly presented by Fredrick Herzberg (1974) in his theory which provides the guidance of our study. Herzberg identified that factors which provide satisfaction to an employees as motivators and the factors that produced dissatisfaction are hygiene factors. The hygiene factors that produce dissatisfaction are mostly related to working environment, service condition, salary and inadequate training rules and regulations.

Basing on the recognition, 11 (8.8%) respondents suggested that lack of recognition is the major factor of job dissatisfaction. This is due to the fact that there is no timely recognition for the major accomplishments on the job, the recognition system is not exactly known among employees and employees are poorly recognized by the management in case well done. Recognition of employee performance is among important motivating factors identified by Herzberg (1974) which provide satisfaction to an employee and put individual to superior performance. The findings are supported by Golden and Veiga (2008) who suggested on the conclusion of their study that supervisory relationship are important in determining commitment, job satisfaction and performance of workers. From this point of view we stand to believe that employees quit this institution because of relatively poor recognition from management.

Lack of motivation to employees is another reason for job dissatisfaction in the force. The study shows that 8 (6.4%) respondents were not satisfied with their job because they lack motivation. Employees are motivated when they expect that a course of action is likely to lead to the attainment of a goal and a valued reward – one that satisfies their need.

Although, it seems that the number of respondents who stated lack of motivation as one of the factor contributing to job dissatisfaction is low as compared to the other stated factors, Armstrong (2006) states that motivation and performance will improve if people have difficult but agreed goals and receive feedback. People are better motivated if treated equitably.

Other respondents 9 (7.2%) of the total respondents said that there is poor achievement because of lack of clear achievement standards for positions, lack of timely feedback on how job given to employees is done. As well, talented employees are not well utilized and they are not given adequate challenging work in organization.

The comment about the force policies, the findings revealed that policies are not reasonable as compared with those of other similar organization and employees with low rank have no opportunity for input into the policies. Nine (7.2%) respondents commented those and added that there is few opportunities of career development. Also the supervisors do not have a consistent, timely and fairly method for evaluating individual performance. There is no use of positive feedback and supervisors do not treat employees fairly.

4.4.4 The Effects of Employees Job Dissatisfaction in Tanzania Police Force

Considering the effects of employees' job dissatisfaction in the force, the study revealed that job dissatisfaction lead to employee absenteeism and turnover. Seventy one (56.8%) respondents mentioned absenteeism and 54 (43.2%) mentioned employee turnover as the effects of job dissatisfaction. More respondents have mentioned absenteeism; this may be due to the fact that lack of job opportunities which could make them quit the job is few. So they remain in the job but practice absenteeism habit.

4.4.5 The Relationship between Employee Job Dissatisfaction and Organizational Performance

The findings revealed that there is direct relationship between job dissatisfaction and organizational performance. High employee job dissatisfaction may lead to low organizational performance. The result of this is an increase in crime. Ninety four (75.2%) respondents agreed that there is a relationship between employee job dissatisfaction and organizational performance while 31 (24.8%) respondents said no. This may be due to the fact that when people leave the organization the number of employees decreases and professional employees leave with their knowledge. Due to this fact the organization may fail to perform well.

4.4.6 The Outcome of Employees' Turnover and Absenteeism on Job Performance in Tanzania Police Force

The study found that the outcome of employees' turnover and absenteeism on job performance in Tanzania Police Force are loss of knowledge and poor organizational performance. This was mentioned by 73 (58.4%) respondents. Prasad (2007) defines employee turnover as the rate at which employees leave the organization within a given period of time. When individual feels dissatisfaction in the organization, he tries to overcome this through various ways of defence mechanism. If he is not able to do so, he opts to leave the organization. However, the professional leave the organization not simply because they are not satisfied but because of the opportunities offered from other sources. As well, according to Armstrong (2006) the reason behind employee turnover may be due to more pay in other organization, better prospects (career move), more security, more opportunity to develop skills, better working conditions, poor relationship

with manger/team leader, poor relationship with colleagues, bullying or harassment and personal issues like pregnancy, illness, moving away from the area and others many. When the employees leave the organization there is a loss of knowledge and lack of professional may affect negatively the organization.

The other finding revealed about outcome of employees turnover and absenteeism on job performance was decreased productivity. The 29 (23.2) respondents mentioned this. According to Prasad (2007), absenteeism refers to the frequency of absence of a job holder from the workplace either unexcused absence due to some avoidable reasons or long absence due to some unavoidable reasons. This absence is due to lack of satisfaction from the job which produces a “lack of will to work” and alienates a worker from work as far as possible. The survey done in TPF shows that, it is true that an employee may miss work due to illness or personal matters and some other employees may not miss work because he or she does not have any sick time and cannot afford the loss of income. It implies that employees are satisfied with their job they may be more likely to attend work even if they have a cold; however, if they are not satisfied with their job, they will be more likely to call in sick even when they are well enough to work. The result of this is decreased productivity.

Low level of involvement and organizational commitment also were revealed as the outcome of employee turnover and absenteeism. Those were mentioned by 23 (18.4%) respondents. Armstrong (2006) explains that commitment refers to attachment and loyalty. It is the relative strength of the individuals’ identification with, and involvement in, a particular organization. It consist of three factors namely a strong desire to remain a member of the organization, a strong belief in, and acceptance of, the value and goals of

the organization and a readiness to exert considerable effort on behalf of the organization. It implies that if there is high involvement and organizational commitment to employees, they will perform well and increase productivity and the vice versa.

4.4.7 Possible Ways to Reduce Job Dissatisfaction in Tanzania Police Force

As revealed in the study, the possible ways that will suit for reducing job dissatisfaction in the organization includes presence of good leadership in the organization and growth, development, presence of clear directives and objectives to the employees, presence of good relationship with superior officers in the force. Hundred and four (83.2%) respondents stated those ways.

Other finding for reducing job dissatisfaction includes recognition for the achievement by the management in the force, personal career advancement and feedback and support from the management. This was commented by 21 (16.8%) respondents.

All those mentioned ways for reducing job dissatisfaction in the force are in line with Prasad. Prasad (2007) outlines various types of incentives that will help to reduce job dissatisfaction. He analyzed that these incentives can be financial or non financial and can be offered individually or collectively. Among the financial incentives that can be offered to individual employee are like productivity – linked incentives and performance – based pay while those which can be collectively offered are like profit sharing, co – partnership, stock option and retirement benefits. Non financial incentives which can be individually offered are status, promotion, responsibility, interesting job, recognition and job security.

Collective non financial incentives are social importance of work, team spirit, informal work groups and participation. That is

- Productive – linked incentives – are incentives given to employees at shop floor level whose output can be measured quantitatively.
- Performance – based pay – is applied to managerial positions and those other positions whose contributions cannot be measured quantitatively on day to day basis. It can be either a uniform pay increase for all employees falling in a pay grade or pay increase may be based on the performance of employees.
- Profit sharing – is meant to provide organization wide incentives based on the profit gained by the organization.
- Co-partnership – employees participate in the equity capital of a company. The shares may be allotted to them either on cash payment basis or in lieu of various incentives payable in cash.
- Status – is the ranking of people in the society. In the organization context, status means the ranking of positions, rights and duties in the formal organization structure. The status system is an instrument of motivation because it is extremely important for most of the people.
- Promotion – is defined as a movement to a position in which responsibilities and presumably prestige are increased. Promotion satisfies the needs of human beings in the organization.
- Responsibility – most of the people prefer challenging and responsible jobs rather than monotonous and routine type jobs. If the job is responsible, it satisfies peoples' natural and inherent characteristics and they put more efforts for completing the job.

- Making job pleasant and interesting – this creates interest in the work and employees take it as natural as play.
- Recognition of work – most employees feel that what they do should be recognized by others concern. When such appreciation is given to the work performed by employees, they feel motivated.
- Job security – employees want certain stability about future income and work so that they do not feel worried on these aspects and they can work with greater zeal. Security makes employees want to perform better. If employees don't feel secure in their job, they are not going to put their effort in to it. If employees have security, they are going to be more apt to perform because they don't have to worry.
- Social importance of work – sometimes, people prefer a job of high social importance even though the financial compensation would be less.
- Team spirit – if there is team spirit among the employees, they will try to put in maximum efforts to achieve the objectives.

CHAPTER FIVE

SUMMARY

iv.1 Introduction

Chapter six presents the summary, conclusions, recommendations and policy implication of the study. The chapter explains the summary of the study which includes objectives, procedures, descriptive data and findings, data based on demographics, conclusions, recommendations and implications.

iv.1.1 Summary of the Study

The study was about the effects of employees' job dissatisfaction on organizational performance in Tanzania Police Force. The objectives of this study were to identify the domain of employees' job dissatisfaction in Tanzania Police Force. The study also explored the actual reasons for job dissatisfaction and effects of job dissatisfaction in Tanzania Police Force. Finally, this study identified ways to reduce job dissatisfaction in Tanzania Police Force.

This study used a mixed method approach done randomly to data collection. The target audience was police officers in Tanzania Police Force, Headquarters. Interviews were conducted to amplify findings from the literature as the first part of the study. A survey was developed based on both interview and questionnaire findings and research to gain knowledge from a larger audience. Questionnaires were distributed to police officers in Headquarters (N=125). The survey used a five-point Likert scale to determine the degree in which agents agreed with the statement or disagreed with the statement. The data collected were analyzed using simple mathematics.

In the demographic section of the survey, the following responses were collected: sex, age, level of education, rank, years in service. The 90 (72.0%) were male and 35 (28.0%) were female. Almost 80 (64.0%) were of the age between 40 and 60 years, 45 (36.0%) were of the age between 25 and 40 years. Those who possess Master degree were 10 (8.0%), and 58 (46.4%) possess First degree, 35 (28.0%) diploma holders and 15 (12%) training certificates. The majority of the respondents 33 (26.4%) were of the rank of between PC and S/SGT, 83 (66.4) the rank between A/INSP and SSP and 9 (7.2%) of the rank between ACP and SACP.

Basing on the domains of job dissatisfaction in Tanzania Police Force, the findings showed that salary and allowances and promotion opportunities ranked high than others. Both their rank was 83 (66.4% respondents who agreed with the statement. The second to be ranked high was company and administrative policies statement, 78 (62.4%) respondents agreed with the statement. This was followed by advancement and achievement statement of which 62 (59.6%) respondents, half of the total respondents agreed with the statement. Working environment/condition was ranked the fourth, 61 (48.8%) respondents commented this as domain of job dissatisfaction in Tanzania Police Force. Then is supervision, about 49 (39.2%) respondents agreed and 54 (43.2%) disagreed. The last in ranking was recognition and responsibility where 46 (36.8%) respondents agreed with the statement.

The study found that the reasons behind the stated domains are insufficient salary and allowances provided by the TPF, allowances are not fairly paid and that policies related to salaries and allowances are not clear to employees. Forty three (34.4%) respondents stated

these reasons. The second reason is about promotion opportunities, 30 (24%) respondents outlined that promotion is not fairly done in the TPF, specific criteria for promotion are not exactly known among employees and that promotion policy is not considered to the extent that one can remain for a long time without promoted regardless of being deserving. Working condition and facilities was the third of which 15 (12%) respondents mentioned that they are not comfortable with working environment in TPF. Also, there are lack of working facilities like transport, computers, radio calls, cabinets, internet, photocopy machines and others. The recognition system is not exactly known among employees, there is no recognition by management in case well done job and if there is, not timely particularly for the major accomplishments on the job. Eleven (8.8%) respondents stated those reasons.

Another reason is about achievement, there is no clear achievement standards for positions, there is lack of timely feedback on how job given to employees is done, talented employees are not well utilized and not given adequate challenging work in organization. About Nine (7.2%) respondents stated such situation in achievement aspect. Eight (6.4%) respondents said that supervisors do not have a consistent, timely and fairly method for evaluating individual performance, there is no use of positive feedback, supervisors do not treat employees fairly. Finally, 9 (7.2%) respondents said that policies are not reasonable compared with those of other similar organization and employees have no opportunity for input into the policies.

The effect of job dissatisfaction in the organization is employee absenteeism as stated by 71 (56.8%) respondents and employee turnover, mentioned by 54 (43.2%) respondents.

The outcome of employee turnover and absenteeism were as follows, out of the total respondents 73 (58.4%) respondents mention loss of knowledge and poor organizational performance as the main effect. Other respondents 29 (23.2) mentioned decreased productivity and the remaining respondents 14 (11.2%) and 9 (7.2%) mentioned low level of involvement and organizational commitment.

Basing on the possible ways for reducing job dissatisfaction, the findings showed that 41 (32.8%) respondents stated that the possible way for reducing job dissatisfaction is the presence of good leadership in the organization while 21 (16.8%) respondents stated that personal growth and development reducing job dissatisfaction. Other respondents 27 (21.6%) stated that presence of clear directives and objectives to the employees reducing job dissatisfaction. Total of 15 (12%) respondents stated presence of good relationship with superior officers in the force that will reduce job dissatisfaction in Tanzania Police Force.

CHAPTER SIX

6.1 CONCLUSION AND POLICY IMPLICATION

This study was to assess the effects of employees' job dissatisfaction on organizational performance in Tanzania Police Force. The methodology used in data analysis was quantitative analysis. After analyzing the data, the following conclusion was drawn:-

The employees in Tanzania Police Force are overall not satisfied with their job particularly the professional employees of lower ranks. There is a close relationship between employee turnover and absenteeism and organizational performance.

Employees with high level of education leave the TPF more than any other category of employees in the Police due to their level of awareness, employment opportunities and the ability to compare what other organizations offers in terms of incentives.

The domain/area of which employees are not satisfied with, in Tanzania Police Force, are salary and allowances, promotion opportunities, company and administrative policies, advancement and achievement, working environment, supervision, recognition and responsibility.

The reasons for the fore mentioned areas are no that there is no fair payment, the policies related to salaries and allowances are not clear to employees, promotion is not fairly done, there is no specific criteria for promotion and /or if are there not exactly known among

employees, promotion policy is not considered, there is poor working condition and facilities, lack of working facilities like transport, computers, radio calls, cabinets, internet, photocopy machines and others. Also, the recognition system is not exactly known among employees, in case of well done there is no recognition by management and if there is, not timely particularly for the major accomplishments on the job.

Others includes unclear clear achievement standards for positions, talented employees are not well utilized and being not given adequate challenging work in organization, no consistent, timely and fairly method for evaluating individual performance. Finally, unreasonable policies compared with those of other similar organization and lack of opportunity for input into the policies.

The effects of employees' job dissatisfaction are turnover and absenteeism. The outcome of it on organizational performance includes loss of knowledge and poor organizational performance, decreased productivity and low level of involvement and organizational commitment.

The possible ways that suit for reducing job dissatisfaction in the TPF includes presence of good leadership, personal growth and development, presence of clear directives, objectives to the employees, presence of good relationship with superior officers and ensure job security.

The findings from the study concurred with the information found in the literature as it relates to motivation, job satisfaction, and workplace conditions. This study supports four

of Herzberg's (1966) findings that strong determiners of job satisfaction are recognition, work itself, responsibility, and advancement. The study also supports all five job dis-satisfiers as determined by Herzberg: company policy and administration, supervision, salary, interpersonal relations, and working conditions.

iv.2 Policy Implications and Recommendations

Policy implications that can be drawn from this study are those that can make the job satisfiers offered to police employees attractive and competitive to be able to reduce employee turnover and absenteeism among the police officers. The application of job satisfaction in the workplace is a tough concept to grasp due to its individualistic and circumstantial nature. What one employee desires from their work, another may not. For instance, one employee may put their salary in high regard, while another may find autonomy most important. Unfortunately, one aspect alone will most likely not affect an employee's job satisfaction. There are numerous aspects of a job that an organization can manage to reduce job dissatisfaction in the workplace, such as:

- i). Company Policies - Policies that are clear, fair and applied equally to all employees will decrease dissatisfaction. Therefore, fairness and clarity are important and can go a long way in improving employee attitude.
- ii). Salary/Benefits - Making sure employee salaries and benefits are comparable to other organization salaries and benefits will help raise satisfaction. If a company wishes to produce a competitive product they must also offer competitive wages. In addition, this can help reduce turnover, as employees are more satisfied when paid competitive wages than if they are being underpaid.

- iii). Interpersonal/Social Relations - Allowing employees to develop a social aspect to their job may increase satisfaction as well as develop a sense of teamwork. Co-worker relationships may also benefit the organization as a whole; given that, teamwork is a very important aspect of organization productivity and success. Moreover, when people are allowed to develop work relationships they care more about pulling their own weight and not letting co-workers down.
- iv). Working Conditions - Keeping up to date facilities and equipment and making sure employees have adequate personal workspace may decrease dissatisfaction. A cramped employee is a frustrated employee plus faulty equipment provides frustration in trying to get work done.
- v). Achievement - Making sure employees are in the proper positions to utilize their talents may enhance satisfaction. When employees are in the proper role and feel a sense of achievement and challenge, their talents will be in line with the goals best suited for them.
- vi). Recognition - Taking the time to acknowledge a job well done may allow for satisfaction. Positive and constructive feedback boosts an employee's morale and keeps them working in the right direction.
- vii). Autonomy - Giving employees the freedom of ownership of their work may help raise satisfaction. Job satisfaction may result when an individual knows they are responsible for the outcome of their work.
- viii). Advancement - Allowing employees, who show high performance and loyalty, room to advance will help ensure satisfaction. A new title and sense of responsibility can often increase job satisfaction in an employee.

- ix). Job Security - Especially in times of economic uncertainty, job security is a very high factor in determining an employee's job satisfaction. Giving an employee the assurance that their job is secure will most likely increase job satisfaction in Tanzania Police Force
- x). Professional development - Employees who are challenged and learn new skills stick around longer. Mentoring is a tool to keep employees growing professionally.
- xi). Coaching and feedback - Employees like to hear how they are doing and that their contributions matter.

xi).3 Suggested Areas for Further Research

More study therefore, should be done to investigate the effectiveness of promotion, salary and allowance policies. This will help to know whether they are in practice or not and if not what action to be taken. Secondly, more research should be done on mechanism of retaining knowledge when employee leaves the organization and other area of which the researcher has not touched.

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APPENDICES

Questionnaire

The purpose of this questionnaire is to provide you a chance to explain how you feel about the employees' job dissatisfaction and organizational performance in Tanzania Police Force. Basing on your answers, we hope to get a better understanding of the employees' job dissatisfaction and organizational performance in Tanzania Police Force.

Section I: Personal Characteristics and General Information

1. Sex of respondents.
 - a) Male
 - b) Female
2. Age of respondent.
 - a) Below 25
 - b) Between 25 and 40 years.
 - c) Between 40 and 60 years.
 - d) Above 60
3. Level of education.
 - a) Primary education.
 - b) Secondary education (form IV).
 - c) Secondary education (form VI).
 - d) Certificate in any other training.
 - e) Diploma.
 - f) First degree.
 - g) Master degree.

4. Rank of respondent

Police Constable to Station Sergeant

Assistant Inspector – Senior Superintendent of Police.

Assistant Commissioner of Police – Deputy Commissioner of Police.

Section you are working with

5. For how long have you been working with the Tanzania Police Force?

- a) Less than 5 years
- b) Between 5 and 10 years.
- c) Between 10 and 15 years.
- d) Between 15 and 20 years.
- e) Between 20 and 25 years.
- f) More than 25 years.

6. How many police officers have left their job for the last 5 years

If I may secure employment somewhere else I am ready to leave this organization.

- a) YES
- b) NO

Sect. II: Factors Leading to Job Satisfaction or Dissatisfaction in Tanzania Police Force.

7. Are you satisfied with your work?

- a) Very much agree
- b) Agree
- c) Neutral
- d) Do not agree
- e) Do not agree completely
- f) Not applicable

8. What areas are you not satisfied with in your organization?

.....
.....

9. What would be the actual factors and reasons for being dissatisfied with such areas in your organization?

10. What factors do you consider contributing to job dissatisfaction in your organization?

- a) Insufficient salary
- b) Poor working conditions
- c) Not recognized by the management
- d) Not motivated
- e) Few opportunity of career development
- f) Not respected by management
- g) Others

11. What are the effects of employee job dissatisfaction on organizational performance of your organization?

.....

12. What are the outcomes of those effects to the organization?

13. What ways do you consider suit for reducing job dissatisfaction in your organization?

Please rank each of the following below in accordance to your level of agreeing by writing the number of the specific item in the column provided (use tick to indicate your position in the columns provided).

- 1 = Very agree 2 = Agree 3 = Neutral 4 = Disagree
5 = Very disagree 6 =Not applicable

(i) Domains of job dissatisfaction in your organization

	1	2	3	4	5
Company and administrative policies					
Supervision					
Salary and allowances					
Working condition/environment.					
Promotion opportunities.					
Achievement					
Recognition					
Responsibility					
Advancement					
Others (rank it)					