FACTORS CONTRIBUTING TO INCREASED JOB SATISFACTION AMONG EMPLOYEES IN IRINGA DISTRICT COUNCIL IN IFUNDA AND LUMULI WARDS

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A DISSERTATION SUBMITTED IN FULFILLMENT OF THE REQUIREMENTS FOR MASTER DEGREE IN HUMANRESOURCE MANAGEMENT OF THE OPEN UNIVERSITY OF TANZANIA

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CERTIFICATION

It is certified that this research report titled "**Factors Contributing To Increase Job Satisfaction Among Employees in Iringa District Council"**, the undersigned has read and there by recommends for acceptance by the Open University of Tanzania in partial fulfillment of the requirement for the Masters Degree of Human Resource Management.

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Rev. Dr Lechion P. Kimilike

(Supervisor)

…………………………………..

Date

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DECLARATION

It is here by declared that this research report titled "Factors contributing to increased job satisfaction among employees" was taken by Mwakatobe Anyosisye Bujo is my own work and that it has not been presented to any other higher learning institution for a similar Degree award, under the supervision of Rev. Dr. Lech ion P. Kimilike. The ideas and views of other researchers have been duly expressed and acknowledged.

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Signature

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Date

DEDICATION

This dissertation is dedicated to my lovely family.

ACKNOWLEDGMENT

ABSTRACT

The study dealt with the factors contributing to increase job satisfaction among employees. The main objective of this study was to examine the factors contributing to increased job satisfaction to the employees in Iringa district. The study area was Iringa District Council in Ifunda and Lumuli wards, the sample was 60 respondents drawn from the wards. The analysis involved descriptive statistics such as tabulation, frequency and percentage and it analyzed by qualitative approach. The findings indicate that job satisfaction is influence by job content, working conditions, quality of supervisor, payment, co-workers, promotion and job security. These factors contribute to increase job satisfaction to the employees within the organizations. Therefore, employers and administrators have to ensure that, all factors mentioned are implemented collectively in the organization in order to satisfy employees in working environment. Further study research was recommended for a large sample should be used to conduct a factor analysis on different dimensions of the variables. Also recommendation is suggested to the management to create favorable working conditions environment for the employees within the organizations.

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LIST OF ABBREVIATIONS

AIDS   Acquired Immune Deficiency Syndrome.

DAS   District Administrative Secretary

HR   Human Resources

HRM   Human Resources Management.

ILO   International Labour Organization

NGOS   Non Government Organization

OUT   Open University of Tanzania.

PRA   Participatory Rural Appraisal

TZPPA   Tanzania Participatory Poverty Alleviation

UN   United Nations

WEO   Ward Executive Officer

CHAPTER ONE

1.0 INTRODUCTION

1.1   Introduction

This chapter introduces the reader of this research dissertation to the African countries, Tanzania government and private sector on the factors contributing to increase job satisfaction to the employees for the purpose of improvement of performance. It is suggested that through performance the employees will increase their productivity to a Nation and in their private sector. Also this chapter deals with background to research, the problem statement, the objectives of the study and research questions, significance of the study, limitation of the study and delimitations.

1.2   Background to the Problem

Job satisfaction is a key factor in productivity. Employees' satisfaction levels are reflected in their intrinsic and extrinsic willingness to put their labour at the disposal of their employer. Job satisfaction is the end feeling of a person after performing a task. To the extent that a person`s job fulfils his/her dominant need and consistent with his/her expectations and values, the job will be satisfying (Gupta, 2009.605). The feeling would be positive or negative depending upon whether the need is satisfied or not.

According to Vroom theory (1964) the benefit of job satisfaction in an organization would increase production, profitability, encourage good working condition, high job

security, improve quality of work life, training, promote growth, discourage laziness and encourage discipline. Traditional approach to organization effectiveness of employees was based on the combined use of managerial authority, reward, punishment and training. This model failed because it assumed the employees work best under pressure from the top and that they work for money. But as a result the employees were dissatisfied. The reason to that effect was because employees lost control over work, sense of identify and nonsense of achievement. Therefore the employees' performance becomes poor and they loose productivity (Udai Pareek, 2007.371).

In 1990s job satisfaction to the employee was not considered by the government of Tanzania leading into poor performance, lack of job design, and the government failed in retention of the employees at work place. This situation created poor productivity to the government because the employees were dissatisfied with work, (The Civil Service Reform Programme, 1991 – 1999).

In 2000 up to 2007 Tanzania government made reform on employee practically building an integrated system for creating a shared vision, understanding and agreement on the result to be achieved, and the operational frame work for continuous improvement on job satisfaction and quality of public service delivery in Tanzania. On this period Tanzania government improved job satisfaction to employees on the continuous development of knowledge, skills, competencies of the employee (public servant), training   and improvement of salary payment (Bana,2009).

According to the civil service reform programme phase two 2007-2012 and phase three 2012 – 2017, the government of Tanzania introduces performance accountability and quality improvement cycle. The phases are being implemented by the improvement of job satisfaction among the employees in various ways. In 2002 – 2012 Tanzania government improved job satisfaction to employees in different cadres such as health service and education service by improvement of professional skills of employees and by increase of payment. Hence the public incentive policy was introduced to enhance the capacity of public service to attract, retain and adequately give job satisfaction or motivate employee with requisite skills. Also the same policy intended to promote performance and productivity in public service (URT, 2005, public service reform phase two).

In addition the introduction of two instruments, that is, Employment policy 1999 and the public services Act No 8 of 2002 facilitated the institution of job satisfaction in public service, by training, good working condition, promotion, skills competences and improvement of pay scale among the employees (public service management and employment policy, 1999 and URT, 2003).

On the other hand, recent experiences at Global level on the factors contributing to increase job satisfaction to the employee were found in developing countries such Japan, China, Singapore, South Korea, India and Thailand. In these countries they have good job satisfaction among their employees, that is, they have improved performance of the employees and job design, consequently leading to become more productive, (http//www. job satisfaction, on November 24/ 2014).

There are a variety of factors that can influence an employee level of job satisfaction. These factors include the level of pay and benefit, the perceived fairness of promotion within the public service or private sector, the quality of working conditions, leadership and social relationship, and the job itself. The preceding are the indicators of job satisfaction to the employee (Australia Journal of Business management research 2011).

Job satisfaction to the employees leads into development of loyalty or commitment to the Nation or organization and private sector resulting to greater productivity and lower turnover to the employee at work place.

The researcher in view of the foregoing seeks to investigate the factors contributing to increased job satisfaction among employees. Major focus is to examine environmental factors, personal factors and the measures taken by different administrations to improve job satisfaction. But also to assess competency skills as factors that lead to job satisfaction among the employees. When the employees have competency skills it appears will be easier to be creative, innovative and have ability to design jobs. Through this study it can help the government and private sector to improve productivity and performance of the employees for the purpose of development of the Nation and individual development. Also through this study the government and private sector can be helped to achieve the objectives that have been planned for development programmes. For this study the research was conducted in Iringa District Council at Ifunda and Lumuli Wards which are located in the rural area at Iringa region. Iringa District council is bordered by Iringa Municipality, the

northern border by Dodoma and Singida region, southern border by Mufindi District, Western border by Mbeya region (Mbalali District) and Eastern border by Kilolo District. According to population and housing census of 2012, the total number of people in Ifunda and Lumuli wards are20051 where by a female are10448 and male are 9603.

1.3   Statement of the Problem

As suggested in the preceding introduction briefing it seems from 1990 up to 1995 job satisfaction of the employees on Tanzania government were not being considered at work place; also the skills were not much required to the employees. Due to that fact employees were led into a state of job dissatisfaction then the result of job dissatisfaction causes unproductive, accident problem at workplace, absenteeism, turnover, poor performance, poor quality of life and change work behavior to the employees.

From 1996 up to 2010 a revolution took place to the Nation as the government restructured the organization on public service by instituting performance management system, job satisfaction to the employee, accountability and improvement of the pay structure and incentive to employee's public service pay and incentive policy (2010). Most of the employers and administrative in Tanzania didn`t consider much on job satisfaction to employees as they denied equitable and fair remuneration, good working and living condition to the employees. These preceding aspects contribute to job unsatisfaction among the employees. Davidson (2007) conducted a survey on employee's job satisfaction and motivation in Tanzania and

he found that most employees were unhappy with their pay, fringe benefits, working condition, their promotion, number of job allocated and status. This implies that they had a low level of job satisfaction.

Therefore job satisfaction has been shown to be a predictor of employee's retention, determinant of employee's commitment, in turn a contributor to organization effectiveness.

Apart from the above explained aspects, however, the employees may still have dissatisfaction at work place; because it appears they still lack adequate organization policies and administration, lack of technically competent and sympathetic supervision, lack of promotion on time, un-conducive working conditions, lack of job training and the variety of tasks involved such as clarity of job description and job challenge (Udai Pareek, 2007). These adverse factors may cause some reductions in the employed commitment to their job. Hence the government is supposed to handle employees by creating open communication and feedback from the top to the lower level on the policies, difficulties and problems.

Therefore the researcher seeks to investigate environmental work place factors and measures taken by different administration and managerial systems to improve job satisfaction to the employees as they apply in Tanzania. This study aims at understanding such factors contribution to increased job satisfaction to the public and private sector among the employees in the selected geographical rural area of case study in Iringa district council.

1.4   Research Objectives

Research objectives refer to the goals set out to attain its findings in our study. According to Kothari (2004), Research objective described the aim of your research study, the objective provide an accurate description of the specific actions you will take in order to reach this aim. Also objective states exactly how you intended to address your problem.

Therefore research objectives describe the aim of the study and they provide an accurate description of the specific action that will take to archive the aim of the study.

1.4.1 Main Objective

The main objectives of this study were to determine the factors contributing to increase job satisfaction of the employees in Iringa district council.

1.4.2 Specific Objectives

Specific objective refers to the statement that describes the trend of the learning activity of the study. Kumar (2005) defines it as the specific aspects of the research study with the main framework of the study and it formulates in terms of observable behaviour. In this study the specific objectives were:

  i).   To assess the environmental and personal factors that lead to increase job satisfaction of the employees.

 ii).   To identify measures taken by different administrative leadership to improve job satisfaction of the employees.

iii).   To analyze the impact of job satisfaction of the employees on organization.

1.5   Research Questions

According to Kumar (2005), research question is the methodological point of departure of scholarly research in social science, it is the thesis statement. According to him research questions help to address the research problem, organize the study, provide direction and guidance, keep the researcher focused and provide a framework for the writing of the study. Therefore in this research study the following are the research questions:

i).   What are the environmental and personal factors that lead to increase job satisfaction to the employee?

ii).   What are the measures taken to improvement of job satisfactions?

iii).   What is the impact of job satisfaction to the employee?

1.6   Limitation of the Study

According to Kothari (2004), limitation are influences that research cannot control, they are the short comings, conditions or influence that cannot be controlled by the researcher, thus, they place restriction on the methodology and conclusion. These limitations describe situations and circumstances that may affect or restrict method and analysis of research data.

Limitations of the researcher are the resources both funds and time, and also the study will not cover the entire Iringa district. Thus the study was conducted in Iringa district and limited itself on two wards in the chosen area of study as representatives of the other areas of district and the Nation. The researcher focused on the factors contributing to increase job satisfaction among employees. This is due to fact that job

satisfaction to employee, leads to improved performance and productivity to the National development and private sectors. Therefore the findings could not be generalized to all employees.

1.7   Delimitation

Define the parameters of the investigation the delimitations deal with the tem such as population, setting and instrument, Kothari (2004).

The researcher was aware on how wide the area of study it was, the limitation of time given to undergo the study and the little financial position of the study. So keeping the study under control, the researcher addressed his focus only on employees found in Ifunda and Lumuli wards in so doing minimized cost and time, the researcher's experience to the area selected was used effectively and efficiently for the same purpose of realizing reliable data.

1.8   Significance of the Study

Significance of the research study is referred to as the rationale because it is one place in which the researcher tries to convince the audience that the research is worth doing (Ranjit, 2005). The following hereunder are but some of the purposed benefits of this study:

i).   To the researchers the study will help to serve as a basis for further research work to those who will be interested in conducting research on job satisfaction.

ii).   To the government, it aims help to understand more on the factors contributing to increase job satisfaction to employees and will help the

government and non government agencies to create a policy that insists on job satisfaction to employees.

iii). To the Open University of Tanzania, the research will be used as part of the resource materials to the University and as a reference by other students. Moreover the University will have the basis in advising the governmental agencies on how job satisfaction can be improved effectively to employees.

iv). To Iringa district council the study will help to take an evaluation on the improvement of job satisfaction to their employees in the district's juridistiction.

1.9   Chapter Summary

This introductory Chapter on this study has shown the background of the study and explained the trend of employees' job satisfaction. According to Vroom's theory (1964) the benefit of job satisfaction in an organization would increase production, profitability, encourage good working condition, high job security, improve quality of work life, training, promote growth, discourage laziness and encourage discipline. Thereby the chapter represents the statement of the problem, objective of study, research questions, and significance of the study and scope of the study.

CHAPTER TWO

2.0 LITERATURE REVIEW

2.1   Introduction

Literature review is an integral part of the entire research process and makes a valuable contribution to almost every operational step in a study research (Kumar, 2005). Literature review keeps establishing the theoretical study, serves to enhance and consolidate knowledge base and helps to integrate findings with the existing body of knowledge and also helps to compare findings with those of others. This chapter holds explanations about, concept of job satisfaction and conception framework where we find independent and dependent variables. Also it deals with theoretical and empirical literature review from which the research establishes a gap that will be filled by the findings of this study.

2.2   Concept of Job Satisfaction

A concept here refers to abstract ideas that allow us to begin to understand and analyze the empirical world. Hence the concept of job satisfaction develops in behavioral science through research in behavior science like authority, sociology and psychology (Zane Quible, 2005). Matteson (2005) defines job satisfaction as an attitude that individuals have towards their jobs which stems from their perception of their jobs and the degree to which there is a good fit between the individual and the organization. According to C.B. Gupta's (2010) definition job satisfaction is the end feeling of a person after performing tasks. The feeling would be positive or negative depending upon whether a need is satisfied in general. Whereas for Locke (1976) job

satisfaction is a pleasurable emotional state resulting from the perception of one's job as fulfilling or allowing the fulfillment of one's important job values provided these values are compatible with ones needs.

On his part Vroom (1964) defined job satisfaction in terms of effective orientations on the part of individuals towards the work roles, which they are presently occupying. Thus John (1992) sums up job satisfaction as a collection of attitudes that workers have about their jobs. Therefore by the above definitions, job satisfaction can be defined as an attitude that individuals have about their jobs and it results from their perception of their jobs and the degree to which there is a good fit between the individual or the need of an individual and the organizations.

Nnandi (1997) asserts that job satisfaction is composed of the reaction, attitude or perception of an individual to work. Nnandi, further points out that job satisfaction is made up of different sets of variables, which are very complex, such variables include economic rewards, social rewards, company policy and its administration, interpersonal relationships, working condition, achievement, recognition, work itself, responsibility and advancement.

In addition Boglers (2001) also defines job satisfaction from the perspective of two factors. The first comprises intrinsic and extrinsic factors which are associated with satisfiers, such as achievement, autonomy at work condition, pay or benefit both of these aspects are connected to the issue that relates to job satisfaction. From the above explanation of the concept of job satisfaction it is evident that job satisfaction is a function of employees' attitude to their work. It implies doing a job one enjoys,

doing it well and being suitably rewarded for ones' efforts. For that matter job satisfaction can be suggested to be as a key ingredient that leads to recognition, pay, promotion and the achievement of other goals that lead to general feeling of fulfillment. It also brings about pleasurable emotional state that often leads to provide work attitude to the worker because a satisfied worker is more likely to be creative, flexible, innovative and loyal.

2.3 Conceptual Framework

In conceptual framework it appears the job satisfaction has independent variables while the employee has dependent variable. According to Anthony (2009) diagrammatical conceptual is an analytical tool with several variations and contexts, it used to make conceptual distinctions and organize ideals. From the foregoing in the description of the job satisfaction we can derive the following conceptual frame work as it appears to be schematically.
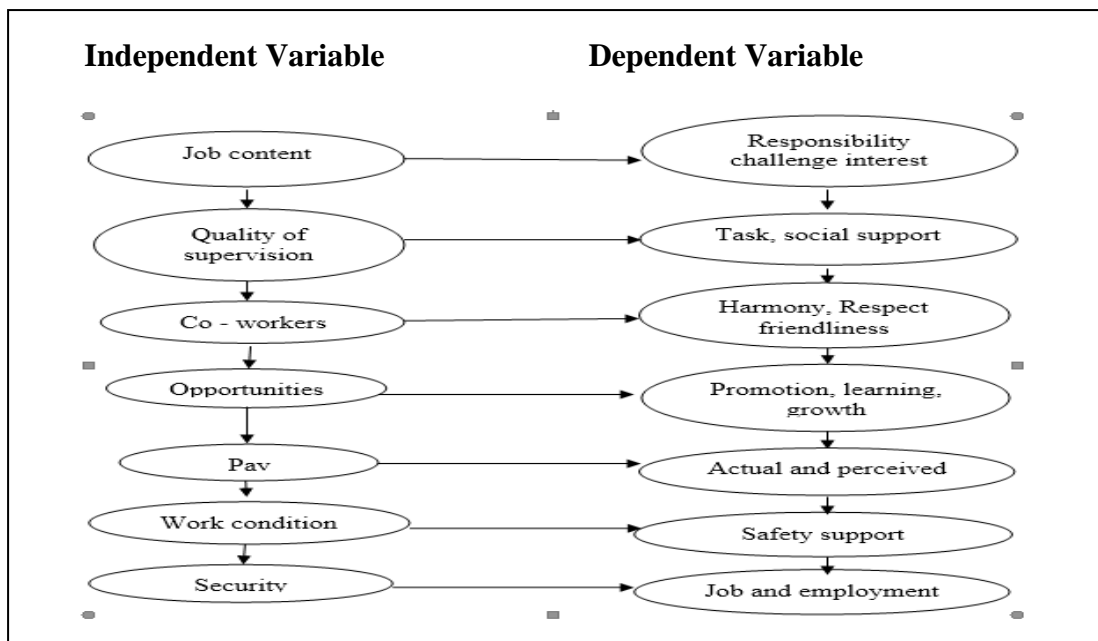
Figure 2.1: Conceptual Framework

In the above diagrammatic conceptual framework the following are some suggestions that can be deduced.

2.3.1 Job content

The nature of the job as a dimension of job satisfaction focuses on how the job is structured. Also refers to the extent to which job tasks are considered interesting and provide opportunities for learning and accepting responsibility (Schemerhorm, 2007). In that sense Herzberg (1966), argues that when job content is intrinsically challenging, it builds strong levels of job satisfaction that can result in good performance. For that matter if a job is intrinsically challenging it might prove highly satisfying.

The similar line of argument is that a job should therefore as well afford an opportunity to experience a need for achievement. In order for job incumbents to experience achievement, *inter alia* their job should allow them to be recognized for achievement, they must feel accountable and the job must present opportunity for career growth. Gupta (2010) defines career growth as personal movements an Individual makes to achieve his or her career. This implies that employees through their relative jobs are supported to move their position to a higher level of work responsibility. The preceding argument is that in addition to the job that enhances job satisfaction it allows employees to accept responsibility by being more accountable. Employees can be entrusted with some decision making powers for them to plan an execution of their job (Armstrong 2008). Therefore, John (1992) suggests on top of the above aspects that job satisfaction might be influenced by mentally challenging

work, that is, work that tests employees, skills and abilities and allows them to set their own working pace. Such work in usually perceived as personally involving and important and provides the worker with clear feedback on performance.

2.3.2   Quality Supervision

Quality supervision refers to the supervisor's ability that demonstrates interest in and concern about the employee. It also refers to the ability of the supervisor to provide technical support as well as guidance on work related tasks (Robbins et al, 2003). In a way having insensitive, incompetent and uncaring supervisors are seen to have the most negative effects on employee job satisfaction (Roam 2004). Supervisory inabilities also include such acts as unfair, biased treatment by supervisor, failure to listen and respond to employees' problems or concerns and problems with management communication credibility.

However, job satisfaction in employees improves when supervisors are perceived to be fair, helpful, competent and effective (Udai, 2007). Such acts include the supervisors' skill as problem – solver, coach, trainer and listener, and as the timely authoritative source of key job-related information for employees. Thus the provision of emotional and technical support by supervisors may increase job satisfaction.

2.3.3   Co-Workers

Gupta (2009) defines co-workers as a style of work that involve share working environment, it attracts to work at professional standards. Also it is regarded as social gathering of a group of people who are still working independently but share values.

According to Rao (2009) suggestion is that individuals have a need to affiliate with others, and this affiliation is most rewarding when co-workers are comfortable with the organization. Further individuals tend to be more satisfied in the presence of people who offer assistance in their attainment of job outcome that they value, such outcomes might include doing their work better or more easily, receiving a raise or promotion or even staying alive (Armstrong 2008).

The quality of relationships in the work group is crucial to employees, especially the extent to which the individual is accepted as part of the work unit and the friendliness and support of his or her fellow employees. Thus if co-workers create a supportive environment and allow individuals to unleash their full potential, the job might be satisfying (Gupta 2009). Interpersonal conflict, lack of teamwork, unfriendliness between co-worker and rivalries between employees and supervisors are reported to have a major negative effect on employee job satisfaction.

2.3.4   Promotion

Promotion refers to the availability of opportunities for career growth or advancement. John (1992) suggests that in order for promotions to be satisfying, promotion opportunities should fulfill the following: the position should enhance a need for achievement, the employee should feel the sense that he or she is being recognized in the organization and he or she should assume more challenging responsibility (Udai, 2007).

In principle ample opportunities for promotion are vital contributors to job satisfaction because promotions contain a number of valued signals about personal

self worth. Also availability of promotions administered according to a fair system contributes towards job satisfaction (Dessler 2005).

2.3.5 Pay

The role of pay as a dimension of job satisfaction refers to the amount of pay received and perceived equality of pay. The perceived equity of pay refers to the perception of employees regarding the fulfillment of payment obligations by the employer. According to Hertzberg (1966) two factors theory, if pay is acceptable to an employee the level of job satisfaction may be increased to an extent that the employee`s level of job satisfaction is dependent on pay (Armstrong 2008). Therefore it may appear that if employees perceive some equality between their work and pay, their job satisfaction will be enhanced to the extent that the satisfaction level depends on pay.

2.3.6 Work conditions.

Work condition is defined as an employee's work place, work instrument, the work itself, organization policy and organizational rules.

Arnold and Feldman (1996), proposed factors such as temperature, lighting, ventilation, hygiene, noise, working hours and resource as part of working condition. According to other scholars supporting him the absence of such working conditions, among other things, can impact poorly on the worker`s mental and physical well-being (Australia Journal 2011). Hence Robbins (2001) advocates that working condition will increased job satisfaction, as employees are concerned with comfortable physical work environment.

2.3.7   Job security

According to Thomas (2002), job security is the probability that an individual will keep his or her job. Jobs with a high level of job security are such that an employee with a job would have a small chance of becoming unemployed. Job security is an employee's assurance or confidence that they will keep their current job. Gupta (2009) is of the opinion that job security refers to the high ideals of human dignity and social justice. It is primarily an instrument of social and economic justice. Employees with a high level of job security have low probability of losing their jobs in their future, especially, in time of economic uncertainty; job security is a very high factor in determining an employee's job satisfaction. Hence giving the employees assurance that their jobs are secure will mostly likely increase job satisfaction.

2.4   Theoretical Frame Work

According to Anthony (2009) Theoretical frame work is a summary of your theory regarding a particular problem that is developed through a review of previous tested knowledge of the variables involved, it is a plan for investigation and interpretation of findings. It helps to clarify the study implicit in a manner that is more clearly define and also reduces biases that may sway in interpretation.

Abraham Maslow (1954) described hierarchy of needs from lower order needs, that is physiological, safety and social and moving up to higher order needs of esteem and self – actualization. For higher – order needs satisfaction, employees realize self – actualization by doing creative and challenging work and participating in important decision making. They boost self esteem through promotion and praise and by

having responsibility for an important job. For lower- order needs satisfaction, employees meet social needs through positive relationship with co-workers, supervisors and customers. As a result they achieve safety need in healthy working conditions and a secure job with good pay and benefits. And they realize physiological needs by having reasonable work hours and comfortable work spaces. In addition, according to McClelland (1976) consideration central to understanding job satisfaction through human motivation can be described as follows:

First the need for achievement is the desire to do something better or more efficiently to solve problems or to master complex tasks. Second the need for power is the desire to control other people, to influence their behavior. Third the need for affiliation is the desire to establish and maintain friendly and warm relations with others.

In that sense McClelland concluded that employers and managers are encouraged to learn how to recognize the strength of each need in them and in other people. And because each need can be associated with a distinct set of work preferences, his insight offers helpful ideas for designing jobs and creating work environment that are rich in potential need satisfaction, (Schmerhorn, 2007).

2.5   The Impact of Job Satisfaction

There are several aspects that can determine the positive result of job satisfaction to employees. Robbins (2005) mentions that job satisfaction result in employees' good performance, control turn over and absenteeism.

2.5.1 The impact of Job Satisfaction to the Employees

It is suggested that positive attitudes towards an individual job are often associated with positive attitudes towards one`s life in general (Schmerhorn 2007). In other words, people experience a sense of accomplishment and worth in performing a satisfying job, and these feelings spill over to their off the job life. The opportunity to participate in satisfying work is often thought to contribute to psychological well being. Hence, more satisfied workers tend to be psychologically healthier (George 2000).

2.5.2 The Impact of Job Satisfaction for the Organization

With regard to Armstrong (2008) job satisfaction is of interest primarily because of its possible influence on work outcome such as absenteeism. The latter refers to the employee's failure to report to work for work when is scheduled to work, thus is caused by nature of the work and working conditions. However many organizations recognize the importance of the potential link between job satisfaction and a number of desirable organizational outcomes such as performance and employee productivity (Rao 2004). A large number of studies have been designed to assess the impact of job satisfaction on a range of organizational issues such as employee productivity, absenteeism and turn over (Udai, 2007). Also job satisfaction can do fairly more, that is, help to retain employees and it can improve the employees on working and commitment to their jobs.

2.5.3 The Impact of Job Satisfaction on Absenteeism

According to Schmerhorn (2007), organizational behaviour researchers assert that

there is a strong relationship between job satisfaction and absenteeism. It is being suggested that employees who are more satisfied with their jobs are absent less often than those who are dissatisfied. Also there is a relationship between job satisfaction and turnover.

Satisfied workers are more likely to stay and dissatisfied workers are more likely to quit their jobs. According to Gupta (2009) job satisfaction to employees helps to control absenteeism when there is effective supervisions, good working condition and proper incentive to employees. Thus the latter aspects create a positive job satisfaction to employees.

2.5.4 The Impact of Job Satisfaction on Organizational Citizenship

Organizational citizenship behavior is defined as an interdisciplinary behavioral science that studies phenomena related to organizations and the dynamics of organizations and their various human units (Udai, 2007). By its nature organizational citizenship behavior is voluntary, informal behavior that contributes to organizational effectiveness (Luthasfred 1993). Satisfied employees would seem more likely to talk positively about the organization, help others and go beyond the normal expectations in their jobs (Zane & Quible 2005). In other words organizational citizenship is a set of behaviors that basically represent a willingness to go beyond the call of duty or go the extra mile in one's work. A person who is a good organizational citizenship does things that, although not required, help advance the performance of the organization. Hence job satisfaction is not only vital for individual well-being but also for the organization functioning.

2.6 Measures Taken on Improving Job Satisfaction

Measure in the sense of this study refers to steps that indicate an initiative being taken by employers and administrators to improve job satisfaction to the employees for the purpose of building the character of productivity in their employees. Job satisfaction can be improved through the following ways:

2.6.1 Quality Work Life

Gupta (2010) defined quality of work as a process of joint decision making, collaboration and building mutual respect between management and employees. According to him quality of work life has to include job involvement, sense of competence and job performance. It implies that there should be employee's satisfaction with the environment of his or her job which consists of the nature of work, quality of supervision, pay, promotion, co-workers and security. Therefore job satisfaction is related to job involvement and employees involved in their jobs are satisfied with their job and vice versa, Armstrong, (2008).Thus Zane (2005) suggests that the quality of work life concept impacts on the following elements of an employee's position: working condition, economic rewards and benefit, interpersonal relations and a variety of organizational contributions. The outcome of quality of work life techniques is the improvement of employees' attitudes and satisfaction or morale, which in turn, will impact positively on their productivity.

2.6.2 Job content

Job content refers to the extent to which job tasks are considered interesting and provide opportunity for learning and accepting responsibility (Robbison 2004).For

example the structure of the job affects job satisfaction in the sense that the job facets are enriched and enhance the level of employees' empowerment in terms of authority and responsibility. The job content of a satisfying job therefore allows for innovation and flexibility to evolve and does not involve too many routine activities for employees (Thomas 2002).

Hence job characteristics can be used to enhance job content (Udai 2007). The preceding mentioned job content factor proposes a variety of dimensions for enhancing job satisfaction as hereunder:

According to Armstrong [2008] proposal there are three measures for improvement of job content to enhance job satisfaction as follows; first the presence of recognition norms in the job content for the recognition of competence that can promote work satisfaction. In an organization, competence and good work should be recognized. If employees perceive that there is such recognition the level of job satisfaction rises. Such recognition should be genuine and be given only when an individual deserves it.

Second participation on decision making is another element whereby every employee should feel that he or she is able to influence some decisions in the job. This is possible when there is some autonomy and freedom to the individual who is also able to perceive it. In addition enough autonomy with adequate support and a demand for responsibility can combine to increase job satisfaction. For that matter each job may be examined to see how such autonomy and responsibility can be increased.

Third is about career and personal growth opportunity in which job satisfaction is directly related to the perception of opportunities for development and growth in their job. If the employees feel that what they do in their jobs helps them to learn new things and contributes to their development, job satisfaction will be high. That means each job should be analyzed from the point of view of opportunity to grow. When employees reach a stage where they feel that they are only repeating themselves, then, the possibilities of job rotation to help them learn new jobs may be explored. Therefore, management with the organization requires considering the above factors on job content for improvement to their employees in order to increase job satisfaction.

In Tanzania empirically the government improved job satisfaction through employment and labour relation Act of 2004 with its related Articles. In the Act 2004 is where it describes the objectives of the Act for promoting economic development through economic efficiency, productivity and social justice, promote legal framework for effective and fair employment relation and conditions of work (URT 2004)

Also Article 6 of the same Act provides job satisfaction to employment as it prohibits all kinds of discrimination. Specific objective of the policy is to enhance the capacity of the public services to attract, retain and adequately satisfy or motivate personnel with requisite skills, have a total reward regime in public services, and promote performance and productivity in public service. At work place Article 19 (2) provides job satisfaction on the hours of work. The employee is required to work for

six days in any week for 45 hours in any week, that is, nine hours in day. The government also improves job satisfaction by providing policy and legal frameworks which include the employment policy of 1999 and the public service Act No. 8 of 2002. The two instruments facilitated the institutionalization of job satisfaction and performance management system in the public services. The Act provides an enabling legal satisfaction in the public services while the policies were important instruments to facilitate a gradual creation of performance accountability culture in the public service.

2.6.3   Promotion

Promotions are the advancements into positions with greater challenges, more responsibility, better salary and more authority than in the previous job (Raymond 2006). According to Raymond promotion is supposed to be of extreme importance for employees' performance and commitment and satisfaction that can push them towards better performance, boost job satisfaction and sense of belonging of employees, retain skilled and talented employees and develop a competitive spirit among employees for acquiring knowledge and skills required by higher level jobs. Promotions based on merit and competences create a climate of high job satisfaction. If it is perceived that promotions are given on the basis of personal considerations and not on the basis of competence potential for high responsibility, or merit the general climate in the organization will reduce job satisfaction.   Also public service pay and incentive policy it has to have a specific objective to enhance the capacity of the public service to attract, retain and adequately satisfy employees with requisite skills, to have a total reward regime in public services and to promote performance

and productivity in public service. However promotions are important factors to be improved by the employers, managers and administration at work place.

2.7   Empirical Literature Review

This section deals with empirical studies conducted on the factors contributing to increased job satisfaction among the employees. Baron (1995) analysis of factors that are associated with job satisfaction found that they are of two main categories, That is, there are organizational and individual determinants. According to him the organizational determinants include; reward system, perceived quality of supervision, work and social stimulation and pleasant working conditions.

In a similar sense Wood (2008) found that British employees derived their satisfaction from supportive administration. According to the author, an informative and consultative administration makes employees comfortable with their job.

Davidson (2007) conducted a survey on teacher motivation in Tanzania and he found that most teachers were unhappy with their pay, fringe benefits teachers' accommodation, their promotion position, status and number of lessons allocated. This implies that they had a low level of job satisfaction. The current study is intended to examine the factors contributing to increased job satisfaction among employees.

Shann (2001) found that employees derived their job satisfaction from the relationship they had with others and thus this factor was ranked higher than the rest of the job facets. The other factor that was also important according to her is job

security. Conversely, in her study, the aspect of pay was ranked as the least of all among the facets. In other words, the participants in the study expressed low satisfaction with this job facet.

According to Zembylaz and Papanastasiou (2006) who studied the sources of job satisfaction and dissatisfaction in Cyprus, it is claimed that employees derive satisfaction from such aspects as: "working with friends and seeing them grow and achieve, making a contribution to the society, working collaboratively with colleagues and achieving personal professional growth". They also found that the pay, working time and vacation influence job satisfaction although they were not of great significance.

2.7.1   Conclusion Remarks

As mentioned previously in this study, there is more literature on job satisfaction in the developed countries than there is in developing countries. The literature review undertaken in this chapter has been mostly coming from United State of America, England and other Middle East countries. Only a few articles are available from developing countries. To be specific, there is very limited literature from Tanzania. It is asserted that very little has been written about teacher's job satisfaction and only scantly literature on job satisfaction among secondary school teachers in Tanzania (Davidson 2007, Buneel and Mkuyunzi, 2005). It is therefore believed that this study can contribute to existing research literature and at the same time provide employers, policy makers, administrators and other stake-holders with relevant information on how employees feel about their jobs.

2.8   Research Gap

The literature review depicts that there is a gap, in the sense that, the factors contributing to increased job satisfaction among employees have not yet empirically been established in the Tanzanian context. According to president ministry of human resource management report (2010) most of the employees run from one job to another job for reasons of job satisfaction.

Therefore, in order to better understand the factors contributing to increased job satisfaction among employees, particularly in developing countries, the present study took an important step of examining the factors contributing to increased job satisfaction among employees within the Tanzania context. The gaps have been filled by the findings of the study. The results of the study demonstrate a fundamental point emphasized by Armstrong, (2008), Raymond, (2006), Munich, (2011). They suggested that job satisfaction are determinant by job content, quality supervision, promotion, co-workers, pay and job security. Therefore employers and management have to consider the effectiveness on the implementation of determinant factors on the working environment.

2.9   Chapter Summary

Chapter two reviewed related literature of the study, the review focused on the concept and theoretical of the employee's job satisfaction. The chapter further outlined the conceptual framework as we met independent variables and dependent variables for job satisfaction among employees. It framed the theories that link with job satisfaction among the employees. It has shown the factors or determinants of

employee's job satisfaction. More over the chapter showed the measures taken or the need for improvement of employee's job satisfaction and positive impact on employee's job satisfaction.

CHAPTER THREE

3.0 RESEARCH METHODOLOGY

3.1   Introduction

According to Kothari (2004:8) Research methodology refers to systematically solve the research problems or it is a study of various steps that are generally adopted by researcher in studying his or her research problems along with the logic behind them. This chapter discusses the methodology that was employed in conducting the study. The key aspects that are addressed in this chapter include: Research design, study area, sample population, sample size, sampling frame, and instrument used for data collection, methods for data analysis and summary of the chapter.

3.2   Research Design

According to Kerliger (1998) a research design refers to the work plan, that is, the work structure so as to strategize the investigation conceived in order to obtain answers to research questions and control variance. Research design involves the identification procedures and logistical arrangements required to under take the study. Therefore a research design is the arrangement of conditions for collection and analysis of data in a manner that aims to combine relevance to the research purpose (Kothari C.R. 2004). With respect to the nature of the problem statement of this research study a case study design was employed.

Ranjit Kumar (2005), defines case study as an approach to studying a social phenomenon through a thorough analysis of an individual case of a social life, may

be of a person, group, community or society. The reason for the selection of case study design is due to the fact that it gives explanation of the phenomenon in deep and is a method used to narrow down a very broad area of search to make it smaller so as to be manageable as per the resources available to the researcher. According to Yin (1994) a case study design it is capable of providing an opportunity for the intensive analysis of many specific details often overlooked by other methods. This design has been chosen because of its flexibility in terms of data collection and analysis as well. Again a case study tends to be selective, focusing on one or two issues that are fundamental in understanding the system being studied. Moreover, the design is appropriate from the nature of the study variables involved.

3.3   Area of Study

Kothari (2004) refers the area of study as regards to the place whereby the researcher conducts the phenomenon or study. For this study the research was conducted in Iringa District Council at Ifunda and Lumuli Wards which are located in the rural area at Iringa region. Iringa District council is bordered by Iringa Municipality, the northern border by Dodoma and Singida region, southern border by Mufindi District, Western border by Mbeya region (Mbalali District) and Eastern border by Kilolo District. According to population and housing census of 2012, the total number of people in Ifunda and Lumuli wards are20051 where by a female are10448 and male are 9603.

Economic and social activities undertaken in the area include agriculture for cultivation of maize, potatoes, leguminous grains, sunflower, animal keeping and

business (according to Iringa district council economic and planning department 2015). Social services available in the area are education (primary and secondary), health centers, facilities and religious institutions. The researcher chose this area for study because Ifunda and Lumuli wards are one of the areas where public and private employees can be found in different institutions such as education institutions, investor companies and other staff. Also the researcher has familiarity of the place and was be able to get means of transport to facilitate him with the collection of data. Therefore the researcher was able to determine the factors contributing to increased job satisfaction among employees in the designated area. In addition to the preceding explanation this area of the study was selected because it reported to have a high rate of employees who are not satisfied with job due to difference factors (According to Iringa district council report by the department of human resource management2015 and Davidson, 2007).
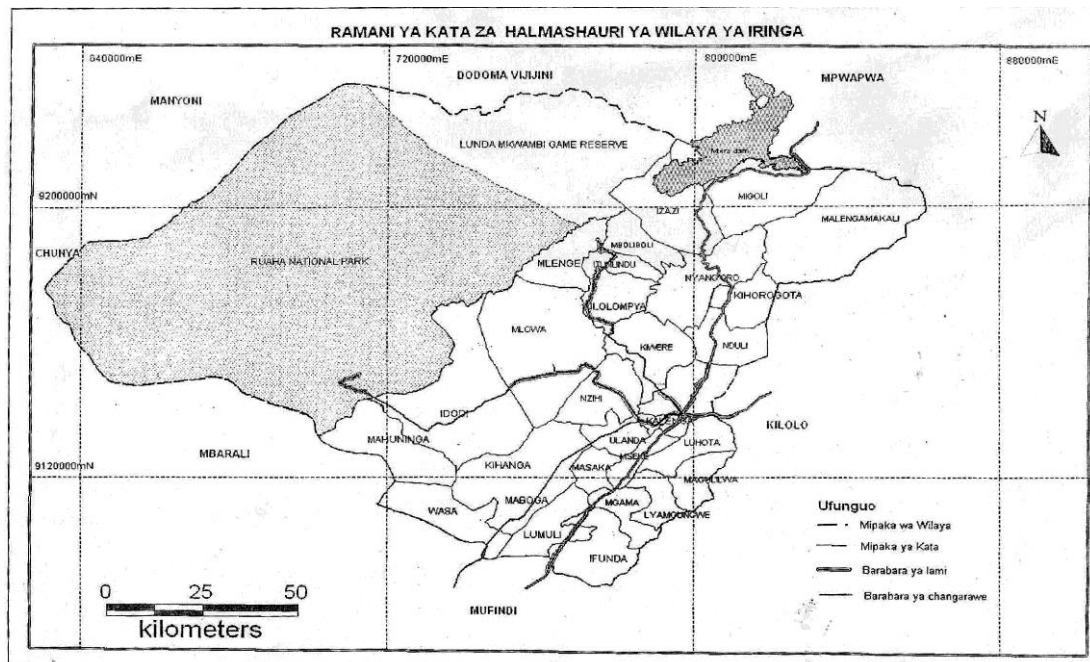
Figure 3.1: A Map of Iringa District Showing a Boundary and their Wards

Source: District Council, 2015

3.4   Population of the Study Area

According to Creswell (2005), the term population in research study is defined as group of persons having a common characteristic. Whereas Bless and Higson (1995), define a population as the entire set of people, event or object which is the object of research and about which the researcher wants to determine the proposed characteristic.

For this study, the target population was all employees in the geographical area of Iringa district in Ifunda and Lumuli wards because they are the ones facing a high rate of employees who seemed not to be satisfied with their jobs among other things in terms of the job content, working condition, promotion co-workers, quality supervision and job security.

Employees in Iringa District council in Ifunda and Lumuli wards may not be representative of all employees in Tanzania; however, they are typical of employees in public and private sector throughout the country.

According to Iringa District council staff data (2015) the number of employees in Ifunda and Lumuli wards is 302.

3.5   Sample Size

A sample is a small portion of the study population explained above. According to Ranjit Kumar (2005.11) and Creswell (2005), researchers are required to collect data from a smaller number of participants who are part of the large population or group and that smaller number is what is referred to as a sample. Keeping in view the costs

that was to be incurred the study had 60 respondents which accounted 19.8 = 20% of the total employees in Ifunda and Lumuli wards who were selected to be the sample of this study.

The sample was optimum in the sense that it fulfilled the requirements of efficiency, representativeness and flexibility. The researcher observed Kothari's (2004) argument that the sample size should be optimum, that is, an optimum sample is one which fulfills the requirement of efficiency, representativeness and flexibility.

3.6 Sampling Techniques

Creswell (2005) argues that it is impossible for an educational research to employ a probability sampling always and therefore what we call as a non- probability approach can be applied to select the sample for the study. According to him, in this approach the researcher chooses particular persons due to their availability, willingness and convenience to be studied.

Non-probability sampling involves choosing the nearest individuals to serve as respondent and continuing that process until the required sample size has been obtained of those who happen to be available and accessible at that time (Kothari 2004).

A non-probability sample has one major advantage in that it is convenient for researcher. However, its main disadvantage is that it is subject to biasness. The other limitation of this approach is that the research cannot say with confidence that the individuals are representative of the population (Creswell, 2005).

The main reason for adopting it is in this study was the fact that the employees in Ifunda and Lumuli wards are very scattered. It would have been very expensive and time consuming for the researcher to obtain data from some institutions that are located far and wide in very remote areas.

3.7   Method of Data Collection

According to Ranjit Kumar (2005) the method of data collection is always involving face to face interaction with the study community and the study participants. According to him the method of data collection helps the research sort out how is or his personality, personal values and implicit prejudices. In the study, both primary and secondary data were used. The primary data were collected using questionnaires on employee's job satisfaction. Primary data was collected using two questionnaires that had closed and open questions.

Closed questions questionnaire was used to questions related to demographic issues of the respondents including gender, age and level of education. All questionnaires used in this study have been included in the text as Appendix 3.

Open questions questionnaire was used to the respondents in order to give their own views on meaning of job satisfaction, determinant factors on job satisfaction, measures and their impact on job satisfaction to the employee. This sort of questionnaire is found in the first part of the questionnaire in Appendix 3.

The second part of the questionnaire was entitled to the employees on job satisfaction which consisted of 22 of four likerts scale items (4 very much satisfied, 3 = much

satisfied, 2= somewhat satisfied, 1= much dissatisfied). The items related to various factors of job satisfaction for which the participants were supposed to indicate their satisfaction with each of the job satisfaction factors by putting a number in appropriate space provided (see Appendix3).

With respect to secondary data collection, the researcher reviewed the existing literature as secondary (sources) to compliment the primary data. The researcher reviewed both published and non published documents. Also the researcher kept on reviewing the secondary data during report writing so as to supplement as well as complement information that was gathered through the schedules. The secondary sources included books, Articles, magazines, research reports and situational analysis report, scholarly paper and other profound materials were scrutinized. Up to the report being seen the way it is, the researcher reviewed many published and unpublished documents which appear in the reference or bibliography section at the end of this study.

According to Kumar (2005), Data collection is a process of identifying subjects and gathering data from these subjects. Data was collected through a well − structured questionnaire that was distributed and collected from the respondents. It should be noted that the method of data collection is always involving face to face interaction with the study community and the study participants. According to Ranjitt Kumar cited above is of the opinion that data collection method helps the researcher to sort out the how question of the respondent's personality, personal value and implicit prejudices.

Anthony and Michael (2009) define a questionnaire as consisting of a set of questions designed to gather information or data for analysis. The results of the data analysis are used to answer the research question or are used for the testing of relevant hypotheses.

In this study both primary and secondary data collection method was used. With respect to data analysis Borg and Gall (1993) hold that the most widely used and understood standards of proportion is the percentage.

3.8   Data Analysis

The data collected from the field were coded and entered into the computer for analysis by using descriptive statistical tools. Descriptive statistical tools are a set of statistical tools that allow us to accurately describe a large volume of data within just a few values. Therefore descriptive statistical were used to obtain frequency, analyze and summaries' the data collected.

According to Martin and Acuna (2002), they observe that Statistical Package for Social Sciences (SPSS) is able to handle large amount of data and give its wide spectrum of statistical procedures purposefully design for social science research. Quantitative data was analyzed using descriptive statistical tools such as frequency and percentage which is held to be the most widely used and understood standard proportion (Borg & Gall 1993).

Descriptive statistical techniques were also used to determine the factors that are contributing to job satisfaction among employees as per Research question 1.

3.9   Chapter Summary

Chapter three focused on the description of research methodology where it includes research design and of the study, target population, study sampling procedure which includes population and sample size. It further shows the data collection method data process and analysis.

CHAPTER FOUR

4.0 PRESENTATION AND ANALYSIS OF FINDINGS

4.1   Introduction

This chapter presents and analyzes the data findings of this study and it gives some interpretations of the findings according to the objectives, research questions and theoretical framework of the study. The first section presents the demography data which were obtained by asking the participants to provide personal information. The second section presents the data findings as per participants' responses to the employee's job satisfaction. This section is divided into three sub-sections according to the research questions stated in chapter one and two and this sub-section which are: Research question one, Research question two and Research question three. The final section gives a summary of the main research findings.

4.2   Respondents Profile (First Part of Questionnaire)

The study takes into consideration the respondents personal characteristics and their distribution to give general information about respondents and to assist the researcher's understanding on the findings. Variables studied included here are age, education level and gender. A total of 120 questionnares were distributed to employees from two wards in the Iringa district council jurisdiction and 60 (N=60), that is 98.3% were received back from the respondents by the researcher.

4.2.1 Respondents Distribution by Age Group (Second Part of Questionnaire)

The study settled to four age groups, from which, respondents were asked to identify his or her group. The groups were:- between 18 to 25 years old, 26 to 35 years old,

36 to 45 years old and 46 to 55 years old. The data collected revealed that 13% of the respondents were aged between 18 to 25 years, 47% were aged between 26 to 35 years, 27% were aged between36 to 45 and 13% were aged between 46 to 55. According to these findings it can be suggested that, the study was dominated by the people aged between 26 to 35 years old. The reason is that, the age frequencies could also suggest that the employing organizations are young, hence the high energy levels associated with young people (O`Malley, 2000).

Another assumption could be that young people with correct attitudes and skills may actually go an extra mile. In other words as a point of fact, most of them are still hungry for success which implies that one would therefore expect their output to be higher than ageing and plateau employees.

Also the study findings revealed that employees irrespective of age factor had satisfaction with job in the sub-staff and clerical cadre. Table 4.2 shows the result.

Table 4.1: Respondent's Distribution by Age Group

Age group	Frequency	Percent
Valid 18-25	8	13
26-35	28	47
36-45	16	27
46-55	8	13

Source: Field Work, 2015

4.2.2 Respondents Distribution by Gender or Sex [Third Questionnaire]

The study managed to capture both sexes, that is, females and males. The data collected revealed that 46% of the respondents were female, while 54% were male.

These results are not accidental but factual in that generally there are more male employees than female in the district and country wide. This reflects in the history of gender inequality in working as female were not equal with male in education preparation for employed work. Another reason is that the female gender was not satisfied with work in the remote area such as in the research wards which are in the rural setting.

Table 4.2 Respondents Distribution by Sex

	Frequency	Percentage
Valid male	32	54
Female	28	46
Total	60	100

Source: Field Work, 2015

4.2.3 Respondents Distribution by Education Level (Fourth Questionnaire)

The study put four variables to depict the education attainment by the employees. The variables were primary education, secondary certificate, Diploma education and University education.

Table 4.3: Respondents Distribution by Education Level

	Frequency	Percent
Valid Primary education	__	__
Secondary certificate	9	15
Diploma education	27	45
University education	24	40
Total	60	100

Source: Field Work, 2015

The findings were certificate 15%, Diploma were 45% and University level were 40%. The findings suggested that more than 50% of employees had high level

education in the study sample. This is due to the fact that the minimum qualification required to be employed are Diploma and degree holder. Table 4.3 shows the result.

4.3   Job Satisfaction Factors

The descriptive statistics as mentioned earlier are a set of statistical tools that allow us to accurately describe a large volume of data with just a few values (Brace Keme 2003). Therefore, descriptive statistical techniques were used to obtain frequency, percentage analyses and summaries of data. Also descriptive statistical techniques were used to determine the factors of job satisfaction among employees with research question one.

4.3.1 Research Question One

4.3.1.1 What are the Environmental Factors That Lead to Increase Job Satisfaction to the Employee?

This research question sought to explore the factors which employees in the district were satisfied with job. The result was as follows.

Table 4.4 Descriptive Statistics for Job Satisfaction

Valid	Frequency	Percentages
Job content	7	11.6
Quality of supervision	5	8.3
Co-workers	8	13.3
Promotion	11	18.3
Pay	22	36.6
Working condition	4	6.6
Job security	3	5
Total	60	100

Source: Field Work, 2015

Level job content: The findings show that job content is among factors contributing to increased job satisfaction among employees. The study found that 11.6 percent of the respondents said job content is among the factors on job satisfaction but suggested that it should entail a challenging experience that encourages creativity and self expression. Also the Employers should make sure that employees are given adequate feed back on performance tasks to satisfy employees to work harder and better as well as point out areas that needed attention and provide assistance when and where needed. Also it was suggested that employers should also give employees bigger responsibility, allow them to exercise autonomy and offer them challenging tasks as means of enhancing the quality of work life. Respondents said job content should always be interesting and challenging but never boring.

This finding tallies with Luthans (1993) who advocates that work it self could be a source of satisfaction, if this is true it is imperative that employers create organizational climates that facilitate satisfaction in the execution of jobs.

Level on Quality of supervision: The finding indicates that quality of supervision is a factor that contributes to increase job satisfaction among employees. About 8.3% of the respondents agreed on quality of supervision, the respondents argue that quality supervision is by support on technical skills which may involve the use of knowledge, procedure, techniques and equipment to perform their task. The skills can be learned through training and education. Therefore employees should possess the relevant skills to ensure the achievement of organizational goals given by the supervisors.

Also the respondents said employees should be given opportunities to update their knowledge through training, induction and orientation procedures as well as providing in- service education and on-the-job training. When a supervisor is perceived to have poor supervisory skills and is believed to be incompetent, selfish and uncaring will promote job dissatisfaction in his or her organization. The findings tally with Rao (2004) who says that a supervisor needs to possess good supervisory qualities, thus it becomes important for him or her to attend workshops and in-service education in order to promote subordinate – supervisor relationship. Also Udai (2007) asserts that an effective supervisor recognizes his or her employee`s needs for responsibility, recognition and growth. A good supervisor supplies information and advice to employees when necessary and also emphasizes personal responsibility and accountability while providing a climate of freedom for work accomplishment.

Therefore job satisfaction to employees is promoted where there is a good supervision and the employees perceive the supervisor as helpful, competent and effective.

Level co-workers: The study findings show that 13.3% of respondents agreed that co-workers are contributing to job satisfaction among the employees. Co-workers are formed in the work place to make work interesting and to promote creativity or share ideas. Respondents said that co-workers can also lead to job dissatisfaction if there is a poor working relationship between the colleagues and also due to lack of friendliness and team spirit among employees. The findings tally with Gupta (2009)

that the quality of relations in the work group is crucial to employees especially the extent to which an individual is accepted as part of the work unit through the friendliness and support accorded of his or her fellow employees. This is to say that if co-workers create a supportive environment it allows individuals to unleash their full potential, the job might be satisfying.

Level promotion: The findings show that promotion is among the factors contributing to increased job satisfaction among the employees. The findings indicated that 18.3% of the respondents said promotion makes employees become satisfied with their jobs. Provision of opportunities for promotion makes employees experience satisfaction because they feel a sense of achievement if they move from one level of experience to another and because it shows professional growth.

The jobs are experienced as interesting if employees are given power to exercise autonomy, allowed to participate in decision making and are also allowed to be creative in their respective jobs. The findings tally with John's (1992) suggestion that in order for promotion to be satisfying, promotion opportunities should fulfill the following; the position should enhance a need for achievement, the employees should feel the sense that he or she is being recognized in the organization and he or she should assume more challenging responsibility.

Level of pay: The findings indicate that pay resulted into contributing towards increased job satisfaction among employees about 36.6 percent of the respondents said salaries or pay make an increase in employees' satisfaction with jobs within the organization.

Pay or salaries are the actual money employees received from their employers for the jobs done. The respondents said that the employees required to be informed on how they will be compensated for good work and also the organization`s reward system as aspects that are highly related to job satisfaction. Therefore such a finding means it is important for the organization to make employees aware of these reward systems so as to eliminate misunderstandings between the employer and employees. The findings tally with Armstrong (2008) and according to Hertzberg's (1966) two factors theory, whereby if pay is acceptable to an employee, then the employee`s level of job satisfaction may be increased to an extent that the employee`s level of job satisfaction is depend on pay.

Level work conditions: Also the findings show that work conditions are contributing to increased job satisfaction amongst employees, about 6.6 percent of the respondents said work conditions are important factors on job satisfaction.

Working condition includes psychological working conditions and the physiological layout of the job. The physical working condition includes the availability of facilities like protective clothing and equipment while the psychological working conditions include the psychological expectations of both employees and their employer through psychological contract, such as the common perception between employers and employees on working conditions. The findings tally with Luthans (1993) who says that if working conditions are good, for instance, clean, attractive surroundings and presence of houses, employees will find it easier to carry out their job.

Level of job security: The findings show that job security are one of factors contributing to increase job satisfaction On the table 4.5 the findings indicate that 5 percent of the respondents said job satisfaction is influenced by job security at work place. The finding tallies with the ideas of Gupta (2009), that is, when employees are under constant fear of losing the job, their job satisfaction cannot be high, therefore, reasonable security of the job should be guaranteed by the employers and administrators.

4.3.2 Research question two

4.3.2.1 What are the Measures Taken towards Improvement of Job Satisfaction?

Table 4.5 Measures Taken to Improve Job Satisfaction

Valid	Frequency	Percentage
Quality work life	15	25
Job content	24	40
Promotion Policy	21	35
Total	60	100

Source: Field Work, 2015

Quality of work life: The findings show that improvement of Quality of work life is one of the factors taken to improve job satisfaction among employees at workplace. On the Table 4.5 it indicates that 25 percent of the respondents said Quality of work life in Iringa District Council improved job satisfaction through working conditions, economic reward and benefit, opportunity to learn and use new skills, career growth and protection of the employees' rights. The findings tally with Zane's (2005) suggestion that the quality of work life concepts underlies on the following elements

of an employee's position, working conditions, economic reward and benefit, interpersonal relations and a variety of organizational contributions .Quality of work life it required to be adequate there should be fair compensations to employees, social integration in work force and safe and healthy working condition.

Job content: The findings showed that job content has been taken into consideration by the management of Iringa District Council to the employees. On the Table 4.5 it is indicated that 40 percent of the respondents said job content was improved by matching abilities of employees and the job through better selection for qualified personnel, improved work schedule of hours to be worked and giving more recognition to employee. Also work environment improved other aspects such as career paths, work relationship, support networks, status differences, geographical transfer and job security. All the mentioned job content elements play a role in shaping employees' attitudes and behavior. The findings tallies with Udai (2007) that the factors proposed have to include a variety of dimensions for job content such as skills, task identity, feedback and autonomy. The following elements are capable of enhancing job satisfaction such as the presence of recognition, participation on decision making and growth opportunity. In this case it also appropriate to take note of the Tanzania employment and labour relation Act of 2004 and public service pay and incentive policy (1999) that provided improvement of job satisfaction to employees in the Tanzania as a Nation at large.

Promotion Policy: In their responses to the questionnaire they also identified promotion opportunities as a dimension that is associated with job satisfaction. The

findings show that promotion is one of the factors contributing to increase job satisfaction among the employees on the Table 4.5, about 35 percent of the respondents said employers should improve job satisfaction by providing promotion opportunities for their employees that is open to all workers. This will help the management identify employees with exceptional good performance for promotion to higher positions, which will spur them for higher achievement in their organizations. The finding tallies with public services pay and incentive policy (2010) that has a specific objective of the policy in order to enhance the capacity of the public services to attract, retain employees with requisite skills and to have a total reward regime in public services in order to promote performance and productivity in public service.

4.3.3 Research Question Three

4.3.3.1 What is the Impact of Job Satisfaction to the Employees?

Table 4.6: The Impact of Job Satisfaction

Valid	Frequency	Percentage
The impact of Job satisfaction to the Employees.	11	18.3
The impact of job satisfaction for the organization.	17	28.3
The impact of job satisfaction on absenteeism	19	31.6
The impact of job satisfaction on organization citizenship	13	21.6
Total	60	100

Sources: Field work 2015

The findings from the respondents show that 18.3 percent of the respondents said job satisfaction has an impact to the employees at work place. Employees own

perceptions of the work environment constitute a psychological or attitude climate at the employee's level of analysis.

This is an important impact because employee attitude is influenced by one's personal perceptions of the work environment and also by the shared perception of co-workers. These findings tally with George's (2000) suggestion about the opportunity to participate in satisfying work that is often thought to contribute to psychological well being. Hence, more satisfied workers tend to be psychologically healthier.

4.3.4 The Impact of Job Satisfaction for Organization

The findings show that job satisfaction has impact to the organization, whereby about 28.3 percent of the respondents said that the organization with more satisfied employees tends to be more effective with less satisfied work force. Also job satisfaction to an organization has impact on employees' productivity, performance, reduction of absenteeism and turnover. The findings tally with regard to Armstrong's (2008) sense that job satisfaction is of interest primarily because of its possible influence on work outcome such as absenteeism, turnover, grievances, accident rate, health, training readiness and productivity. However many organizations recognize the importance of other related potentials like between job satisfaction and a number of desirable organization outcomes, such performance and employee productivity.

4.3.5 The Impacts of Job Satisfaction on Absenteeism

The findings show that job satisfaction has a strong relationship with absenteeism, that is, about 31.6 percent of the respondents said that job satisfaction have an impact

on absenteeism to the employees. In other words, those employees with high satisfaction score high in attendance than employees with lower satisfaction levels. This is influenced by organizational factors such as organizational policy and attitudes of supervisors on positive and negative percentage. The findings tally with Schmerhorn and John (2007) the researchers who tell us that there is a strong relationship between job satisfaction and absenteeism. It is suggested that employees who are more satisfied with their jobs are absent less than those who dissatisfied.

4.3.6 The Impact of Job Satisfaction on Organization Citizenship

The findings from the field studies indicated that job satisfaction has an impact on the organization citizenship. On the Table 4.6 about 21.6 percent of the respondents said that organizational citizenship is a voluntary informal behavior that contributes to organizational effectiveness and performance of the employees. The finding tallies with Zane and Quible (2005) whose suggestion is that organization citizenship is a set of behavior that basically represents a willingness to go beyond the call of duty or go the extra mile in one`s work. A person who has a good organization citizenship does things that are not required but that help advance the performance of the organization.

4.4   Conclusion

In summary, the most important findings of this study with regard to the three research questions are as follows. In the first research question the results indicate that employees in Iringa district council are satisfied with job content, quality supervision, co-workers, promotion, and pay working conditions and security, in the

second research question, the result revealed that employees, management in the public and private sector have taken initiative step on improvement of job satisfaction through quality life of work, job content and promotion policy. In the third research questions, the result revealed that job satisfaction have positive importance to employees, organization absenteeism and organizations citizenship that contributes significantly to the employees on their performance, productivity and attitudes of behavior within the organization.

4.5   Chapter Summary

Chapter four, this chapter was involved in presenting the main finding. The findings are divided into two parts namely; demographic data and major findings. Age distribution within the sample framework, gender distribution within the sample framework and education of the respondent's on the one hand. Whereas on the other hand major findings represents the study objectives which are the determinants or factors of employee's job satisfaction, measures taken for improvement of job satisfaction and the impact of job satisfaction to employees.

CHAPTER FIVE

5.0 DISCUSSION OF THE FINDINGS

5.1   Introduction

The purpose of the study was to examine the factors contributing to increased job satisfaction among employees. In this chapter, the results of the study are discussed and summarized. The chapter is divided into three parts and these include the following. The first section discusses the result concerning first research question, the second section discusses and summarizes the results of the second research question and the third section discusses and summarizes the results of third research question.

5.2   Research Question One

5.2.1   What are the Environmental Factors That Lead to Increase Job Satisfaction to the Employee?

This research question sought to examine the factors that employees are satisfied with their jobs. The results of this study that employees are satisfied with their jobs can be considered along the following dimensions.

First job content, the findings indicated that the employees are satisfied with the meaningfulness of the job. Job content included such aspects as collegial recognition of one's contribution is the workplace (esteem from others), work as an opportunity to use ones skills (self actualization or   nature of work itself) and challenging job (self – actualization). In addition the physical working environment at workplace (physiological need) is also shown as a significant issue in this regard. The result of

this study supports or tallies with Herzberg (1959) findings on the aspects of the nature of the job as satisfiers. Also the findings indicate that the work allocated to employees should be in such a way that it encourages creativity and self – expression because in such an environment, employees are able to use their creativity as they discharge their duty. Employees tend to see their work as a challenge and they experience satisfaction when performing it.

The second is supervision in which the employees indicated that effective supervision and leadership in an organization make employees to be satisfied with work and performance. This is because where good supervision exists employees are made aware of their strength and weakness and necessary assistance in daily activities is available. According to international of management and marketing studies (2011) it is suggested that a supervisor plays an important role with regard to employee reaction to a problematic event. It was shown that the employees who perceived their supervisor as more approachable and responsive were more likely to voice their concerns in relation to their jobs.

Thirdly with respect to co-workers, moreover, the present finding indicates that employees are satisfied with job through co-workers that seem to be co-operative ones. In other words the findings show that, allowing employees to develop a social aspect to their job increased job satisfaction as well as development of a sense of team work. It for that matter that Armstrong (2008) is of the opinion that co-worker relationship may also benefit the organization as a whole; given that team work is a very important aspect of organization productivity and success.

Fourthly concerning promotion, the research findings indicated that allowing employees, who show high performance and loyalty room to advance, ensures job satisfaction among the employees. According to Munich (2011), promotion involves the availability of advancement opportunities to the employees, but if the employees were not having much promotion, they are negatively affected. Also the finding revealed that making sure employees are in the proper positions to utilize their talents enhanced satisfaction with their work and made it easier to be promoted among the employees.

Fifthly with regard to pay, the finding revealed that making sure employees' salaries and benefits are comparable to other organizations lead towards being satisfied with jobs. Hence this can help to reduce turnover as well because employees will often be more satisfied when paid competitive wages. It is for that similar matter John (1992) suggests that the role of pay as a dimension of job satisfaction refers to the amount of pay received and the perceived equality of pay. The perceived equality of pay refers to the perception of employees regarding the fulfillment of payment obligations by the employer. In addition according to Hertzberg`s (1966) two factors theory, if pay is acceptable to an employee, a level of job satisfaction may be increased to an extent that the employee`s level of job satisfaction is dependent on pay.

Sixthly working condition, the findings revealed that management have to ensure a comfortable working condition suitable for employees and all employees are satisfied with working conditions. Hence providing good physical working condition enables employees to carry out their jobs easily, comfortably and efficiently.

Working conditions such as flexible time, job sharing and shorter work weeks are quite valued by employees because they facilitate valued off the job activities such as pursuing hobbies (Gupta 2010).

Lastly but not least in value is job security in which the research result revealed that, job security practice of maintaining employees, create job satisfaction with the work by the employees. Job security is very high factor in determining employees' job satisfaction by giving employees the assurance that their jobs are secure will consequently most likely increase job satisfaction among employees (Raymond 2006).

5.3   5.3. Research questions two.

5.3.1   What are the Measures Taken to Improvement of Job Satisfaction?

This research question sought to determine whether the employers in the public and private sectors have taken different measures on the improvement of job satisfaction to the employees in the area of study. The results of this study reveal that employers within the public and private sector have tried to improve job satisfaction through job content, quality of work life and promotion policy.

In which case with promotion policy the study revealed that it ensured promotion opportunity policy was handled fairly to equal employees within the organization. Also management appears to have adhered to the need to ensure that a promotion policy is in place that offers employees excellent chances for promotion. With regard to Quality work life, the research findings indicate that employers or management had taken a step on improvement of job satisfaction to employees. The

result shows that quality of work life improved job satisfaction through working conditions reward and benefit, interpersonal relations. The findings tally with the suggestions of Zane (2005) that when the employees' quality of work life improves on job satisfaction, that is, employees have more positive feelings toward their jobs and the organization for, which they work, as a result, their willingness to be more productive increases.

The increase on job satisfaction findings indicate that job content is one of the factors that were taken to improve job satisfaction among the employees. The result shows that managerial staff and employees within the management through the struggle to improve job content integrative elements such as skills variety which involves the degree to which the job requires a variety of different activities to enable employees to use a number skills and talent. Then there is task identification which has to do with the degree to which the job requires completion of a whole and identifiable piece of work. Further is task significance that concerns the degree to which the job has substantial impact on the live or work of other people. With autonomy which is the degree to which the job provides substantial freedom, independence and discretion in making decision employees are urged to discover problems and solve them. Finally but not least is feedback an element that concerns the degree to which performing the activities required for the job results in the employee obtaining direct and clear information about the effectiveness of his performance. The findings of job content tally with Thomas Bateman (2002) assertion that the structure of the job affects job satisfaction in the sense that the job facts are enriched and enhance the level of employee's empowerment in terms of authority and responsibility.

5.4   Research Question Three

5.4.1   What is the Impact of Job Satisfaction on Employees?

The above mentioned research question was aimed at examining the positive importance effect of job satisfaction on employees through their duties taken in the organization. Whereby the results indicate that there is a positive importance effect of job satisfaction on employees including job satisfaction for employees, organization, and absenteeism and organization citizenship.

Research revealed that job satisfactions on employees give a positive attitude towards an employee's job which is often associated with positive attitudes towards one's life in general. Also to the extent that job satisfaction does contribute to mental health and general life satisfaction. It happens because of the possibility of acquiring self – esteem.

The preceding findings tally with Andrze (2007) and George (2000) ideas that employees experience a sense of accomplishment and worth in performing satisfying jobs, and this feeling spills over their off the job life. Similarly research findings revealed that the experience of job satisfaction is not only important for the employees' function but also for the organization which refers specially to performance, absenteeism and organization citizenship behavior.

Such finding tallies with Armstrong (2008) opinion that employees' job satisfaction is of interest primary because of its possible influence on work outcomes such as absenteeism, turnover, guidance's, accident rates, health and productivity. Therefore to that effect also the research results revealed that many organizations recognize the

importance of the potential link between job satisfaction and a number of desirable organization outcomes such as performance and employees productivity. The finding are in agreement with Gupta (2010) on the same subject that the later outcomes should be further explored to aid in the understanding of organization and job satisfaction, particularly in how job satisfaction relate to organization function.

With regard to absenteeism as another facet revealed by, the finding it indicates that when employees are satisfied with their job they may be more likely to attend work even if they have cold. But if they are not satisfied with their job they will be more likely to call sick even when they are well enough to work. The finding confirms the suggestion of Noel (2008) that several factors probably contain the ability of many workers to convert their like or dislike of work into corresponding attendance patterns because some absent themselves by feigning of illness, weather condition or pressing personal matters. Hence some happy workers may occasionally be absent owing to circumstances beyond their control.

Finally but not exhaustively organizational citizenship revealed that satisfied employees would seem more likely to talk positively about the organization, help others and go beyond the normal expectations in their jobs. The preceding findings agree with Robbins et al (2004) research that confirmed that job satisfaction influences organization citizenship behavior but through perceptions of fairness.

5.5 Chapter Summary

This chapter interpreted and discussed the findings presented in chapter four. Being as such in this chapter the researcher used research questions or objectives of the

study to discuss the study, to discuss the findings and give the emerging explanation

based on what were supported by the literatures and the findings.

CHAPTER SIX

6.0. CONCLUSION AND RECOMMENDATION FOR FUTURE RESEARCH

6.1   Introduction

This chapter provides a summary of the whole study. The purpose of this study was to examine the factors that are contributing to increase job satisfaction among employees.

6.2   Summary of the Study

Chapter one of this study showed the background of the study by explaining the trend of employees' job satisfaction. The significance of Vroom's theory (1964) that the benefit of job satisfaction in an organization would increase production, profitability, encourage good working condition, high job security, improve quality of work life, training promote growth, discourage laziness and encourage discipline was highlighted. Moreover the chapter represents the statement of the problem which is the central aspect of this research and other related elements, that is, objective of study, research questions, and significance of the study and scope of the study.

Chapter two reviewed related literature to the study, the review focused on the concept and theoretical of the employee's job satisfaction. The chapter further outlined the conceptual frame work which identified the key independent variable and dependent variable for job satisfaction among employees. The essence of the chapter is that it managed to frame the theories linked with job satisfaction among the employees. In addition it showed the factors or determinants of employee's job

satisfaction. Moreover the chapter showed the measures taken or need for improvement of employee's job satisfaction and the positive impact of employee's job satisfaction.

Chapter three focused on the description of research methodology whereby it includes research design of the study, target population, study sampling procedure which includes population and sample size. It further shows the data collection method data process and analysis.

Chapter four is the one that was involved in presenting the main findings. The findings were divided into two parts namely; demographic data and major findings. Age distribution within the sample frame, gender distribution within the sample frame and education of the respondent's on the one hand. Whereas on the other hand major findings represent the study objectives which are the determinants or factors of employee's job satisfaction measures taken for improvement of job satisfaction and the impact of job satisfaction to employees.

Chapter five was focused on interpretation and discussion of the findings presented in chapter four. In this chapter the researcher used research question or objectives of the study to discuss the study, to discuss the findings and give the emerging explanation based on what were supported by the literatures and the findings.

Chapter six, which is the last chapter presents the summary of the study, the conclusion that was made in the light of the study findings and recommendations. It

suggested areas for further research, since the study did not cover all areas in Iringa district or Tanzania, together with all aspects of employee`s job satisfaction, another research will have a juncture to start a study based on where this study and findings ended.

6.3   Conclusion

Employee's job satisfaction function is of vital importance to work organizations. It is one of the main driving forces for any organization's success. It has, therefore to be handled effectively and efficiently.

The first research question investigated environment factors that lead to increase job satisfaction to the employees. Based on the case study the researcher finds out the followings to be factors or determinants of employee's job satisfaction: Job content, quality supervision co-workers, promotion, pay/salaries, working conditions and security. However these factors have to be observed by all organizations to ensure correct and fairness so that employee's job satisfaction is for all employees in order to create equal opportunities to all employees. Also these results suggest that Tanzania government through their administrators and employers need to pay attention to the improvement of the employee's job satisfaction determinant or factors (i.e. job content, quality of supervision, co-worker, promotion, pay and security).

These preceding results tally with the Dual factors theory (Hertzberg's 1966) especially on the issue of pay and on the aspect of supervision and administration.

John (1992), Rao (2009), Gupta (2009) and Robbins et al (2003) are also arguing on similar line of thought showing that these result are both consistent with provision findings.

The second question investigated the measures taken to improve job satisfaction. The results indicate that quality of work life, job content and promotion are the factors being taken by the employer and administrator within the public and private sector for improvement of job satisfaction among the employees. The finding is in agree with International Review Management (2011) suggesting that employers should satisfy their employees by improving supervision styles, that is, by well treating employees, involving employees in decision making process, providing better working conditions and paying fairly, encouraging employees to use their own skills and abilities help them to have a sense of self- pride, a sense of competence and sense of self confidence. These results are both consistent with the previous findings by Zane (2005) and Udai (2007).

The third research question investigated the impact of job satisfaction to the employees. The findings of this study revealed that, job satisfaction has a positive impact to the employees on the organization, impact on absenteeism and impact on organization citizenship. These results suggested that when employees are satisfied with the organization, the employees become effective and productive, improve performance and reduce turnover and absenteeism. The previous outcome reckon with Zane and Quible (2005) suggestions that organization citizenship is as et of behavior that basically represent a willingness to go beyond the call of duty or go to

an extra mile in one`s work. Also the finding is consistent with the previous finding by Armstrong (2008), John (2007), and Rao (2009).The result of the study support the notion that job satisfaction is a major factor in improving the performance of the employees. It is recommended that these results be kept in mind when structuring all aspects of employees' positions in work place and further changes.

6.4 Recommendation to Management and For Further Research

6.4.1. Recommendation to Management

This study is considered to be important both to the employers and employees.

On its part the Management should create favorable work conditions environment to the employees by giving facilities and equipment. The journal of International Review Management (2011) provides that good physical working conditions enable employees to carry out their jobs easily, comfortably and efficiently. Such working conditions include things like flexible time, job sharing and shorter workweeks which are seen as quite valued to employees because they can facilitate valued off the job activities such as pursuing hobbies (Feldman Arnold, 1996).

Management should improve pay to the employees (salary package of employees). Management should make sure that promotion are just fair on the other hand promotion policies should observe the following: it should provide equal opportunities to all employees, the determinant of employee`s promotion should be put clear to all employees. Davidson (2007) in a previous study conducted on teacher satisfaction and motivation in Tanzania revealed that the teachers were not happy with pay, fringe benefit, housing, promotion and workload. It recommended that the

management should give enough decision making authority and responsibility to the lower and mid-class employees so that they can act independently and make their best effort to increase their performance.

To increase the jobs satisfaction among the employee it is required to make their jobs more interesting and employer should always appreciate his or her subordinates for doing a good job and it is strongly recommended that the team work among employees of each department should be encouraged and superiors should try to create an atmosphere suitable for group work and relationship building activities. Also the organization first should understand the employees' welfare, their financial issues, their interest of domain, their problems, their family problems and how much time is devoted to their families, the exploitation in workplace (Jain et al 2011).

6.4.2 Recommendation for further Research

The study covered only Iringa district council, therefore, it is the opinion of the researcher that the study was unable to cover a wide area of Tanzania, hence it was not conclusive. There is a need to conduct research on other areas in Tanzania to evaluate the determinant of employee's job satisfaction on multipurpose sectors.

The study was conducted by using a case study method. The future studies on this topic should employ a multi-method that is quantitative, qualitative and post modern methods. This approach will provide opportunities for participants to express their own ideas about the factors which make employees satisfied with their jobs.

6.5   Chapter summary

Chapter six, this is the last chapter which presents the summary of the study, the conclusion that was made in the light of the study findings and recommendations. It suggested areas for further research, since the study did not cover all areas in Iringa district or Tanzania, together with all aspects of employee`s job satisfaction, another research will have a juncture to start study based on where this study and findings ended.

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APPENDICES

APPENDIX 1: Research Budget

DETAILS	QUANTITY	AMOUNTS. TSH
Duplication paper	6 reams @ 10000	60,000.00
Typing and printing	4 @ 20000	80,000.00
Binding	4 copies	180,000.00
Travel, meals and accommodation	14 day	785,000.00
Communication		30,000.00
		1,135,000.00

APPENDIX 2: Time Frame

November – December 2014	Preparation title
February 2015	Surveying area study
March 2015	Proposal writing
April 2015	Proposal writing and editing
May 2015	Proposal Editing and submission
June 2015	Data collection
July 2015	Report writing and editing
August	Report editing and submission

APPENDIX 3: Que-Stionnaires

Questionnaire for Executive Officers

Tick (√) appropriate perspective.

1. Sex   (a) Female   (b) Male

2. Mention your age group. (a) 18 – 25 (b) 26 – 35 (c) 36 – 45 (d) 46 – 55

3. What is your education level? (a) Primary education (b) Secondary education

   (c) Diploma education (d) University education.

4. Do you know the meaning of job satisfaction to the employees   (a) Yes?   (b) No

5. What is the factors cause job satisfaction to employees?

....

....

6. What are the measures, taken by your employer on improving job satisfaction to

the employees?

....

....

7. What are the impact resulted by job satisfaction to employee?

....

....

8. Give your own view on job satisfaction to the employee?

....

....

....

Questionnaires for Civil Servants

Fill in one of the following numbers (1 -4) in the box provided against each of the following statements to express your feelings. These numbers represent the following feelings:

- Very much satisfied – 4

- Much satisfied – 3

- Somewhat satisfied – 2

- Much dissatisfied – 1

1. The way information flows around in your organization.

2. Your relation ship with other people at work.

3. The way you and your efforts are valued.

4. The nature of your job.

5. The degree to which you feel motivated by your job.

6. Career opportunities offered by your job.

7. The level of job security in your present job.

8. The extent to which you identify with the goal of your organization.

9. The style of supervision used by your superiors.

10. The way changes and innovation are implemented in your job.

11. The kind of work or task that you are required to perform.

12. The degree to which you feel that you can personally grow in your job.

13. The manner in which conflicts are resolved in your organization.

14. The scope your job provides, to help you achieve your aspirations and ambitions.

15. The amount of participation which you are given in important decision making.

16. The degree to which your job taps the rage of skills, which you feel you possess.

17. The amount of flexi ability and freedom you feel you have in your job.

18. The psychological ''feel'' or climate that dominates your organization.

19. Your level salary relative to your experience.

20. The design in shape of your organization structure.

21. The amount of work you give to do whether too much or too little.

22. The degree to which you feel extended in your job.