

**FACTORS INFLUENCING EMPLOYEES' SATISFACTION: A CASE OF
DODOMA CITY COUNCIL, TANZANIA**

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**A DISSERTATION SUBMITTED IN PARTIAL FULFILMENT OF THE
REQUIREMENTS FOR THE DEGREE OF MASTER OF HUMAN
RESOURCE MANAGEMENT OF THE OPEN UNIVERSITY OF TANZANIA**

2019

CERTIFICATION

The undersigned certifies that has read and hereby recommends for acceptance by The Open University of Tanzania the dissertation entitled: ***“Factors Influencing Employees’ Satisfaction: A Case of Dodoma City Council, Tanzania”*** in partial fulfilment of the requirements for the degree of Master of Human Resource Management of The Open University of Tanzania.

.....

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DECLARATION

I, **Scholastica Tibitha Abraham**, do hereby declare that this dissertation is my own original work and that it has not been presented to any other University for a similar or any other degree award.

.....

Signature

.....

Date

DEDICATION

To my gorgeous family including my two precious daughters Charisma and Sarapia, and to my late father and mother who passed on so early from this world. To this day I continue to cherish the great parental care and love you bestowed upon me, my young sister and two brothers. Rest in Peace Dad and Mom, AMEN.

ACKNOWLEDGEMENT

In the course of preparing this report I received support from many people. First and foremost, I thank the Almighty GOD for many blessings he has showered upon me since my childhood, and for giving me strength that helped the completion of this work. Second, in a special way, I am thankful to my immediate family including my lovely daughters that had to put up with my long absences as I grappled with data collection and report writing. Third, I thank my parents for their support in my academic journey; in particular, senior Dad for putting me in an academic path to ensure I am sufficiently educated. Thank you, Dad, for inspiration and care.

My grandmother, aunts and all of my siblings have always been a source of encouragement; I appreciatively thank them for their prayers and love. Fourth, I am deeply indebted to my supervisor Dr. Lilian Macha for her expert support, tolerance and understanding. Obviously, this report would not have been accomplished without her guidance and support. To me she meant more than a supervisor; may God repay her abundantly. Fifth, I gratefully thank the management of DCC for allowing and supporting my data collection effort at their organisation.

This report would not have been written without my respondents who committedly filled and returned the questionnaires with an amazing 100% response rate. May God bless them for their support, also some members of the Statistics Department at the University of Dodoma advised on quantitative data analysis while some people helped to proofread the entire report and some helped to organise the report; to them and many other unmentioned people that helped this work see completion, I am thankful.

ABSTRACT

The study examined the factors influencing employees' job satisfaction, a case study of Dodoma City Council. Specific objectives were: to evaluate the job-related factors determining employees' job satisfaction and to analyse non-job-related factors determining employees' job satisfaction. A sample size of 180 respondents was used. The data collection methods used were interview, questionnaire and documentary sources, narrative and content analyses were used to analyse interview and documentary data while descriptive and inferential statistics were used to analyse questionnaire data. The findings indicate that 90% of the respondents were dissatisfied with non-job-related factors while. Dissatisfaction was even higher for job-related factors, with 98% of responses. The job-related factors influencing employees' satisfaction were, inter alia: Meeting performance objectives, opportunities for career growth, a accomplishments in the jobs, among other aspects. The non-job-related factors influencing employees' satisfaction were: first, wellbeing factors such as good working relation with fellow employees, supportive supervisors and conducive work environment; second, the organisation factors such as job security, fairness in training opportunities, good communication flow and availability of information; and third, were the rewards and development factors such as promotion, fairness in rewards and sanctions, and good (reasonable) salary. The study concludes that both job-related and non-job-related factors were important in influencing employees' job satisfaction. It is recommended that DCC takes stock of the aspects the employees find dissatisfying and take action to address them. Also, to keep the workforce satisfied, the Council is advised to provide both job-related and non-job-related entitlements.

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LIST OF ABBREVIATIONS

ANOVA	Analysis of Variance
CBG	Capacity Building Grant
DCC	Dodoma City Council
DMC	Dodoma Municipal Council
MLRM	Multiple Linear Regression Model
PCA	Principal Component Analysis
PC	Principal Component
FGD	Focus Group Discussions
OUT	Open University of Tanzania
HRM	Human Resource Management
IT	Information Technology
LGAs	Local Government Authorities
SPSS	Statistical Package for Social Sciences
UNICEF	United Nations Children's and Education Fund
URT	United Republic of Tanzania

CHAPTER ONE

INTRODUCTION AND BACKGROUND

1.1 Introduction

This paper presents findings of study that analysed factors influencing employees' satisfaction, using a case of Dodoma City Council, Tanzania. This introductory chapter provides background of the study, statement of the problem, objectives of the study, study questions, significance and limitations of the study. Background of the case study organisation is provided in the methodology chapter.

1.2 Background of the Study

Since the emergency of globalisation in early 1980s, the business environment has become intensely competitive and volatile. In order to survive, organisations are increasingly paying attention to employing the latest technology available. They are also investing in human resource development to ensure the employees have skills and competencies necessary to improve the quality of services they offer. These strategies are meant to attain growth in terms of increased market share and revenue (Armstrong, 2009). In addition to the turbulent business environment, organisations both public and private face customers that are more enlightened and sophisticated and therefore demand better services for their money. They also increasingly face customers that demand not only accountability of service providers, but also question their actions and performance, especially in the public sector where the people pay statutory taxes in return for public services. Arguably, to be sustainable and meet customers' expectations for services, organisations need to invest in employees' job satisfaction, inter alia (Kivuva, 2012; Agoi 2017).

Job satisfaction has been defined as a warm response towards a job. It is about liking the job, being pleased or comfortable with the job. It also means a favourable attitude toward the job that is perceived as rewarding, enjoyable and fulfilling (Parvin & Kabir, 2011). It goes without arguing that satisfied employees are the most motivated and productive people. One can safely argue that the dissatisfied employees represent a burden to the organisation since they neither demonstrate commitment nor interest in their jobs; as such, they are not likely to help the organisation achieve its objectives. In this study, job satisfaction means a sense of happiness with the job.

The significance of workers' satisfaction has long been recognised. The holy bible in its old testament refers to a story of Moses who asked the Pharaoh to let his fellow Israelis that were enslaved in harsh bondage, especially in making bricks and building cities, have adequate drinking water and food and also have some rest so that they can recover from daily exhaustion. He also requested they be treated humanely rather than brutally if they were to meet their daily tallies of bricks required building Pharaoh's cities. Moses often criticised Pharaoh's son's cruelty that while he deprived the slaves' access to adequate food and a breather from hard labour, he rested his royal horses, fed them well and gave them enough to drink in return for a good ride he enjoyed from them. He courageously 'lectured 'the great Pharaoh and his son that the well-looked after and satisfied slaves made more bricks, the starving and sick made few bricks while the dead made none.

So, the question of employees' care and satisfaction is so central because it directly affects the employees' wellbeing and the overall health of an organisation in terms of its performance. The question is also important because it challenges organisations

and the research community to do more in searching for factors driving employees' satisfaction in different work contexts (Lepold, Tanzer, Bregenzer & Jimenez, 2018).

Traditionally, organisations have considered job satisfaction as an outcome that is simply achieved by increasing pay to employees (Hill & Wiens-Tuers, 2002; Rubin, 2011).

However, studies including the famous Hawthorne experiment (briefly described below) indicate that employees' satisfaction is a complex phenomenon meaning it is multifaceted and therefore cannot be achieved by a single shot such as the traditional pay approach. Employee satisfaction is complex because the people are not satisfied in the same way and with the same set of factors. Naturally, the people differ in many ways including differences in background, knowledge, skills, perceptions, expectations and even biologically. These differences may explain the variations in the ways the people value or rate things and even the differences in what their important wants are. Hence, what satisfies individual A may be rejected, disregarded and rated so lowly by individual B and vice versa. This reality partly underlies the difficulty organisations face in their attempt to keep everyone satisfied (Islan, 2017). Nevertheless, it is important for organisations to work as hard as they possibly can to understand the factors that make the employees satisfied and also the factors behind employees' dissatisfaction and come up with strategies to address them.

As noted by Ojwang (2013), the outcomes of the Hawthorne studies of 1924 through 1932 showed that productivity increased when employees were allowed to enjoy some conditions such as increased autonomy in the jobs including minimal supervision, also allowing team working and flexibility in the working hours. Changing the working

conditions, such as providing less light and non-payment of bonuses did not seem to affect the level of productivity. Given the narrow scope of the study, including the limited coverage of the variables examined, the findings of the Hawthorne studies were not conclusive regarding what precisely led to employees' satisfaction and motivation to work (Muldoon, 2012).

Other people have attempted to find the factors determining employees' job satisfaction beyond the improved payment strategy. Some of the suggested approaches include: training and development, enhancing career opportunities, improving the quality of employment in terms of providing a conducive and enabling work environment with employees having the equipment and support they need to do their jobs, also creating improved relations between the management and employees (Armstrong, 2009). Job design has also been suggested to make the jobs more interesting, rewarding and enjoyable. While useful these approaches (as discussed in the next chapter) may not guarantee job satisfaction among the employees. This study attempted to find out the factors determining employees' satisfaction, using a case of a Dodoma City Council in Tanzania. It is a humble effort and contribution in search for the factors influencing employees' satisfaction in the public sector.

1.3 Statement of the Problem

While the importance of satisfied employees is widely referred to, the question of what makes employees satisfied has not been fully answered, partly because of the complexity of getting a worker satisfied with his/her job and also because of the inadequacy or inconclusiveness of research (Rubin, 2011; Martin, 2018). Consequently, there continues to be lack of adequate information about what actually

make (s) employees satisfied across a variety of sectors of employment (Gupta & Subramanian, 2014; Manzoor, 2016). As noted above, getting employees satisfied is difficult since even the proposed methods such as employee development and job design may not provide the expected job satisfaction among the employees (Lepold et al, 2018). Again, as already discussed, the problem of employee job satisfaction is further complicated by fact that the men and women employed in organisations are different in many respects; therefore, they may not be satisfied in the same way. This means different sets of factors may be required to satisfy different people at the workplace. Obviously, this presents an uphill task to any organisation.

One can also observe that the findings from existing research provide a cloudy or blurred picture and at times inconsistent findings on the factors determining employees' job satisfaction: Pradham and Jena's study (2017) in India found that the provision of conducive work environment was most important to employees' satisfaction. In their study in Pakistan, Rahman et al. (2017) found that the hygiene factors also called non-job-related factors satisfied and motivated the employees the most than the job-related factors; Manzoor's (2016) study in Pakistan found that the job-related factors in terms of recognition for performance and empowerment were the most rewarding factors among the studied employees.

A study by Islam et al. (2012) on the role of demographic factors in influencing employees' job satisfaction did not produce statistically significant results. However, some studies have shown that demographic factors such as age and level of education do count in employee satisfaction (Gupta & Subramanian, 2014; Samli, 2017). Thus, the puzzle that remains to be addressed by research is to find out what actually

employees need for job satisfaction, especially in the public sector where such research remains rare.

1.4 Objectives of the Study

This section presents objectives of the study both general and specific.

1.4.1 General Objective

The general objective of this study was to find out the factors influencing employees' satisfaction.

1.4.2 Specific Objectives

The specific objectives were:

- (i) To evaluate the job-related factors determining employees' job satisfaction and
- (ii) To analyse the non-job-related factors determining employees' job satisfaction.

1.5 Research Questions

Based on the objectives of the study, this research addressed the following questions:

- (i) What job-related factors produce employees' job satisfaction?
- (ii) What non-job-related factors generate employees' job satisfaction?

1.6 Significance of the Study

This study is significant in the following ways: first, it triggers further research to be conducted in Tanzania on factors determining employees' satisfaction by area of occupation, sector of employment, geographic context, gender, and age of employees. Second, the study provides secondary data to researchers and students with interest in employees' satisfaction; third, to the researcher, the study is a part of conditions for an

award of Master Degree in Human Resource Management of The Open University of Tanzania; fourth, the study stimulates debate on employees' satisfaction; it raises high the employees' satisfaction banner, which may lead to more understanding that can potentially inform policy and even practice on employees' satisfaction; fifth, the study contributes to existing knowledge on factors for employees' satisfaction by providing empirical evidence from the context of public sector employment in Tanzania; sixth, the study gives voice to employees of Dodoma City Council to express their minds about the factors they regard paramount for job satisfaction; seventh, the results of the study provide some light to Dodoma City Council on factors influencing employees' satisfaction and finally, it is hoped the study will persuade the case study Council and, by extension, other local government authorities (LGAs) across the country to adopt policies and practices that promote employees' satisfaction.

1.7 Limitations of the Study

The study was not free from limitations: First, the guiding theory that is the Herzberg's two factor theory developed in the context of western world does not by itself capture all possible sources of job satisfaction among the employees in organisations; second, some of the respondents were not readily available for interview, and some did not fully cooperate in filling the questionnaire on account of their busy work schedules; third, some of the respondents distrusted the intention of the study leading to less cooperation in the provision of the requested information; fourth, the possibility of respondents' and the researcher's bias was among the potential limitations the investigator needed to grapple with; finally, budget constraint posed a limitation since the researcher was self-sponsored.

A number of approaches were used to address the identified limitations: First, to bypass the analytical limitation posed by guiding theory, the study used a multi-theoretical approach. As discussed in the next chapter, this involved ‘borrowing’ some relevant independent variables from other theories: the Maslow’s hierarchy of needs, the Expectancy theory and also the goal setting and equity theories, in addition to the Herzberg’s two factor theory. Using this strategy the study effectively selected independent variables and indicators that were tested for potential to influence employees’ satisfaction; second, the respondents were encouraged to express their opinions beyond the conceptual framework of the study that limited the responses to the factors of satisfaction drawn from the selected theories; third, appointments were made with all interview respondents alongside persistent follow-ups to ensure all planned interviews are conducted and all questionnaires fully filled and collected.

Additional measures were taken to address the identified limitations of the study: where the target respondents were completely not available replacements were quickly made to meet or maintain the required sample size of the study; to make the study trusted by the respondents, an attempt was made to clarify the purposes and importance of the study, which were academic uses and also the potential to inform policy and practice on employees’ satisfaction. Again, using triangulation of data collection methods, the data collected were verified and double-checked to ensure they were as much as possible bias-free that is free from researcher’s and respondents’ prejudices. Also, throughout the study, the researcher was mindful of avoiding to impose her own ideas, thinking or conclusions without being backed by the data. This vigilance helped to reduce the researcher bias (Lewis et al., 2003).

To address the budget constraint, the study was confined to only one organisation that is Dodoma City Council selected because of its accessibility, convenience of transport, affordability and the possibility of accessing required information. As stated in the methodology chapter, researchers are advised to avoid research places with no or little possibility of obtaining required information for study (Silverman, 2006; Brayman, 2015). Review of selected literature is presented in the next chapter.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter reviews selected literature in order to understand existing debate and research on factors determining employees' job satisfaction. The review is also essential since helps to identify the building blocks example the variables for a conceptual or analytical framework of the study. There are two parts in this chapter. The first part is theoretical literature review; the second part is empirical literature review that also describes the conceptual framework of the study. Definitions of key terms are written at the beginning of this chapter.

2.2 Definition of Key Terms

This section defines selected terms to promote understanding of the study by the readers and the researcher:

City Council

Refers to a top-notch urban local government authority in Tanzania mainland, followed in rank by municipal and town councils. As other urban councils, a City Council is governed by Local Government (Urban Authorities) Act No 8 of 1982 revised in year 2000. It exercises jurisdiction over a specified city area in which it levies authorised taxes and provides various social and economic services; it is also responsible and answers downwardly to the local citizens directly or via their representatives called councillors (*Madiwani* in Kiswahili). The Council also accounts upwardly to central government authorities for expenditure and service delivery (URT, 1977).

A **Council** means a local government authority in Tanzania.

Full Council: Is the highest organ in the Council involving all Councillors, including those directly elected by their constituents and those appointed by their political parties to represents specific interest groups such as the youth and women in the Council. It is a top decision-making and policy making organ in the Council; it is led and chaired by a Mayor who is elected from among the Councillors; it also supervises actions or the conduct of the management (headed by a City Council Director) in the delivery public services in the respective are of jurisdiction (URT, 1982). A City Director is appointed by the President of the United Republic of Tanzania [URT] (URT, 2002).

Employee: For the purpose of this study, an employee is a person employed by the case study City Council in permanent terms and is entitled to associated benefits including a monthly salary, and is subject to all employment conditions including disciplinary provisions set out in the Public Service Act No 8 of 2002 and the Employment and Labour Relations Act (2004). In this study employees include both managerial and non-managerial staff of Dodoma City Council.

Job Satisfaction: Refers to one's contentment or happiness with his/her job; it is a psychological and emotional state attained when one finds his/her job satisfying, enjoyable and fulfilling. It is about having fun that is an excitement or a good feeling about the job and therefore want to stay and work longer with the organisation (Rubin, 2011).

Job-Related and Non-Job-Related Factors: As defined by Herzberg (1959, 1964), the job-related factors are the factors *intrinsic* to the job itself, such as a sense of

achievement, recognition for doing or holding important job position, autonomy in the job in terms of decision-making making powers and having a variety of interesting tasks in a job. On-job related factors are the factors *extrinsic* to the job, for instance conducive working conditions, compensation and leadership style used; they are factors defining the environment in which the job is carried out (Armstrong, 2006).

Employee Motivation: Implies an inner drive of an employee to act in order to achieve something or satisfy a want or a set of wants.

Employee Turnover: In this study, it is a rate at which employees leave the organisation per annum to look for greener pastures, rather than for any other reason.

2.2 Theoretical Literature Review

This section reviews selected theoretical literature on factors influencing employees' job satisfaction. There are three main parts in this section. The first part briefly revisits arguments for promoting employees' satisfaction; the second part reviews approaches for promoting employees' satisfaction; the third part discusses selected theories of employees' satisfaction.

2.2.1 A Case for Promoting Employees' Job Satisfaction

Background to the study provided in the previous chapter has referred to the significance of satisfied employees, that they represent a vital resource that all organisations desire. These are the people that are happy or pleased because they find their employment attractive, rewarding and meeting their expectations (Armstrong, 2009). Such people are likely to promote the corporate health in terms of productivity

and harmony. It is widely agreed that satisfied employees are likely to help the organisation achieve the desired growth and also attain competitive edge over its competitors (Bakotic, 2016; Rahman et al, 2017). It is also widely recognised that the satisfied employees can readily cooperate with the management and also willingly embrace the culture of the organisation and demonstrate total commitment to their respective jobs. Such employees can also engage and identify with the mission of the organisation; they also tend to stay longer with the organisation and have low turnover.

According to Islam et al. (2012), the satisfied people are highly precious in any organisation because they can innovate and even provide constructive ideas leading to reducing operating cost and keep the organisation ahead of its rivals. Consequently, the satisfied employees are the source of business sustainability and survival (Rahman, Akter, & Khan, 2017). The dissatisfied employees are likely to defect or leave the organisation and look for employment elsewhere in search for greener pastures. They are frequently absent from work, can defy the management and can even engage in sabotage acts (Bolman & Deal, 2008; Ramprasad, 2013). One of the major challenges faced by organisations has been the difficulty of finding better ways of making the workforce satisfied and therefore makes it loyal and does its best in terms of performance and productivity. This study is part of the efforts made to address this challenge.

2.2.2 Approaches for Promoting Employees Satisfaction

Psychologists and human relations theorists have attempted to explain the factors likely to keep employees satisfied and motivated to do their jobs. As discussed in

detail in the next section, Abraham Maslow (1954) is widely regarded for introducing a set of human needs including: the low-level needs (physiological and security) and high-level needs (love alongside belongingness, esteem and self-actualisation). Many researchers have used the Maslow's theory to study the factors influencing employees' satisfaction and motivation and at the workplace (Manzoor's, 2016; Rahman et al., 2017). Another significant attempt to identify the factors influencing employees' job satisfaction and motivation comes from Herzberg (1959) (discussed in the next section) who introduced the two-factor theory outlining the 'satisfiers' implying the factors related to the environment in which one carries out the work, and the 'motivators' that is the factors intrinsic or inherent to the respective job (Nadin, 2012).

More recent literature (Smith, 2019) has called for a shift of focus from employees' satisfaction to *employees' engagement*, which (according to Smith) is regarded as a more useful paradigm for better understanding of employees' satisfaction. It is also regarded as a powerful model for creating a healthy and exciting workplace where employees are fully engaged in organisational affairs and therefore prepared in return to exert the greatest of their proficiency to meet the business objectives (Hughes, 2019). While the suggested paradigmatic shift is respected, there is no indication the suggested model has a clear framework for analysis. It is also not clear whether the proposed orthodox has been sufficiently tested and produced solid results with regard to employees' satisfaction. Moreover, it is apparent from the foregoing review that only satisfied and motivated employees are likely to *constructively engage* in the organisation and deploy the utmost of their energies and other resources including

determination to achieve the mission of an organisation (Islan, 2017). While doubtful about the suggested paradigmatic change, this study does not refute the notion of *employees' engagement* itself. As discussed below, employees' engagements consistent with the Goals setting theory, which is one of the theories contributing to a conceptual framework of this study.

Human resource specialists have long proposed other ways beyond the above-mentioned theories that can be used to enhance job satisfaction at workplace. These revolve around the *job design* (Armstrong, 2006, 2009), which constitutes the following three related strategies: First, is job rotation by which employees are allowed to undertake different jobs in different sections at different specified times, for instance when an accounts clerk works in revenue, expenditure and bank reconciliation sections at different times; this approach is designed to develop a multi-skilled workforce that may also enjoy or be proud of working in different functional areas alongside gaining a wide range of work experiences; second, is job enlargement also called by Herzberg as horizontal job loading that involves expanding the scope of tasks and range of responsibilities in the same job. It's designed to give the job holders a sense of importance and excitement for holding more tasks at the same level of responsibility. The third is job enrichment, also technically known as vertical job loading (Herzberg, (1959). It is meant to reduce repetitiveness and boredom in the jobs. It entails assigning more authority, autonomy also called employees' empowerment. It is meant to provide a sense of prestige among the employees with increased flexibility and variety of tasks in the jobs (Belias & Sklikas, 2013). However, while well intended, these methods may not by themselves lead to expected

satisfaction. This is because employees have a wide range of requirements and expectations. Selected theories relevant to explaining employees' job satisfaction are discussed next.

2.2.3 Theories of Employees' Job Satisfaction

This section reviews selected theories of employees' satisfaction with a view to selecting variables for a conceptual or analytical framework of the study. Two content theories (Maslow's hierarchy of needs and Herzberg's two-factor theory) and three process theories (Vroom's expectancy theory, Goals setting and Equity theories) are reviewed. Content theories state the things or factors likely to satisfy, dissatisfy, motivate or de-motivate people at work while the process theories describe the relationships between the variables or the dynamics leading to satisfaction, dissatisfaction, motivation or sadness of people in organisations (Kispal-Vitai, 2016; Badubi, 2017).

2.2.4 Maslow's Hierarch of Needs Theory

The Maslow's hierarchy of needs theory (1943, 1954) referred to in this study as the Maslow's theory suggests that always the people have wants they wish or crave to meet and that people are fundamentally driven or motivated by a quest to satisfy five sets of needs organised hierarchically in an ascending order (Tanner, 2018).

First, at the lowest level are physiological needs; these are survival needs such access to adequate food, shelter, clothing and enjoying good health. Second are security needs; they include the quest for availability of security in terms of absence of threats of physical attack, a safe work environment, fair treatment at work place, having a

decent and sustainable income and security of one's job. Third are love needs; they comprise the pursuit for belongingness where one desires to be socially accepted, affiliated to others, be able to communicate with others, make friends, feel loved and feel that there is affection, cooperation and good relationship with others as well as connectedness with family and the community. Fourth are esteem needs; they consist a sense of self-worth or importance, pride, ability to command respect from others, developing self-respect and respect for others and also attaining recognition from others for achievements and having recognisable and respectable job or occupation as well as a sense of responsibility at work place or community and finally self-actualization need; this is a highest level in the Maslow's hierarchy of needs that refers to a quest to have opportunity and ability to exploit one's potentials to the fullest stretch possible, and also a sense of achievement of one's dreams and growth in terms of career advancement (Laack, 2017).

The Maslow's (1962) theory suggests that once the first level of needs is attained the respective person shifts attention to the next level of needs, meaning once a particular set of needs is satisfied it ceases to be a satisfier or a motivation to act. This view has been rejected by many people in that people do not wait to satisfy a particular want before they can require or pay attention to another want; instead, they tend to want to satisfy all they need or desire simultaneously.

It is also a case that human wants are never short term; they tend to be long-term or even the lifelong preoccupations. Some studies have discredited the theory claiming the 'phased' notion of the theory is hardly applicable in many contexts particularly in Africa where people have many mixed wants including survival and development

needs (Mawere et al. 2016). Despite the criticisms, the Maslow's theory is widely respected for its simplicity and that it helps managers pay attention to the human needs in organisations (Tanner, 2018). The theory is also relevant in this study since Tanzania is among the developing nations where many people are struggling to meet their daily basic needs (Economic and Social Research Foundation [SRF], 2018).

For the purpose of this study, the Maslow's theory suggests useful analytical variables in terms of the human needs that can be tested to determine their strength in satisfying employees in their jobs. This is to say from the theory one can carefully select low level factors (the survival, security and love needs) and high-level factors (belongingness, esteem and self-actualization or growth needs) and test them for their importance in satisfying employees at the case study organisation.

2.3.4.1 Herzberg's Two Factor Theory

Drawing from a study of human motivation conducted in Pittsburgh area in the USA in 1950s Herzberg came up with a two-factor theory of motivation and job satisfaction (Rozman, et al, 2017). The first set of factors are those that if absent they lead to dissatisfaction among the employees. They are also called *hygiene* factors because they relate to the work environment or context of the job rather than the job itself. According to Herzberg (1959), these factors do not motivate people to superior or higher performance in their jobs, instead they serve to prevent dissatisfaction among the employees. Examples are safety at work, job security, good working condition, quality supervision based on workers' participation in decision-making and mutual respect, presence of enabling organisation policies and good interpersonal relations (Lancu, 2017).

The second set includes factors that if present motivate people to exert great effort and deliver superior performance in their respective jobs. These are called motivators or growth factors. Examples are a sense of achievement in the job, recognition from fellow employees because of status at work, responsibility, nature of work, and also personal growth and advancement that are analogous to Maslow's higher level of needs including the esteem and self-actualisation needs (Rahman, *et al.*, 2017).

Critics have not spared this theory, labelling it inadequate since allegedly the study leading to the theory was based on a small sample of respondents that were also white collar (accountants and engineers), ignoring the blue-collar employees that tend to massively bring job satisfaction and motivation problems in organisations (Maneskar & Saxena, 2016). While these criticisms are note worthy, the theory provides an important contribution to a search for factors influencing employees' satisfaction. In our view, the theory presents simple but powerful distinction between the job-related and non-job-related factors, which provide a clear and relevant conceptual framework that can effectively support the analysis of factors influencing employees' satisfaction.

2.3.4.2 The Expectancy Theory of Motivation

Like the Maslow's theory and Herzberger's two factor theory, the expectancy theory by Vroom (1964) attempts to relate the human needs and the efforts the people are likely to be willing to make to pursue them. The main belief of the expectancy theory is that the extent of effort the people are willing to make is influenced by the perception of expected outcome (rewards) of their effort. In other words, the performance behaviour one chooses to deploy will depend on or will be commensurate to the perception of the expected rewards (Van Eerde & Thierry,

1996). Thus, workers satisfaction and motivation according to the expectancy theory are determined by the relationship between three variables: The effort made, the expectation that the reward will be related or equated to performance, and the expectation that the rewards will actually be provided (Chordiva et al., 2017).

The theory brings to the fore the sense of justice in compensation for their labour. It suggests a combination of factors that determine employees' satisfaction and motivation: Their own evaluation of the level of effort they make, a 'valence' or a belief that managers will be fair in providing the rewards based on the level of effort made and feeling that the rewards will be available. The theory is useful in this study since it introduces the importance of employees' own evaluation of fairness and justice at work place. It also invokes the idea of employees' quest for management's respect for and recognition of efforts made by employees, as well as managers 'preparedness to fairly reward employees' effort as the key aspects propelling employees' satisfaction and motivation in organisations (Priyat & Bagga, 2014; Baakeel, 2018). The key aspect emerging from the Expectancy theory is fairness in employees' payment, which directly affects wellbeing of employees. This can determine employees' happiness or job satisfaction.

2.3.4.3 The Goals Setting and Equity Theories

Locke's Goals setting theory and Adam's equity theory are 'process theories' that can be used to analyse employees' satisfaction and motivation at work places (Armstrong, 2006). The goal setting theory suggests that employees' motivation to perform and satisfaction are likely to be high: if they have specific goals to attain, if they are involved in goals setting and if they are given feedback on the level of performance

they have attained (Wroblewski, 2019). The equity theory on the other hand ties the employees' job satisfaction and motivation to fair treatment at work, for instance in terms of the provision of rewards and sanctions, and that the prevailing rewards and sanction rules should fairly apply to all (Armstrong, 2009).

As already stated, the analysis in this study is mainly guided by Herzberg's two-factor theory because it clearly distinguishes between the job and non-job-related factors that conveniently and logically facilitate support the analysis of factors influencing employees' satisfaction. The foregoing discussion has also indicated that to complement the Herzberg's two factor theory the analytical framework of the study 'borrows' some ideas from the Maslow's theory, the expectancy and equity theories since they provide useful variables respectively: meeting basic, esteem and growth needs, and also meeting expectations of employees with regard to compensation, ensuring employees' involvement in goals setting and decision-making, as well as seeing to it that fairness and justice prevail at workplace. Empirical literature is reviewed next.

2.4 Empirical Literature Review

This section reviews selected empirical literature from studies related to factors influencing employees' satisfaction. The review is essential because of its potential to contribute to the conceptual framework of this study as well as informing the statement of research gap presented below and also the methodology of the study discussed in the next chapter. This review is also used to enrich the analysis in Chapter Four in terms of corroborating the field findings of the study. The reviewed studies provide experiences from developing countries (Romania, Bangladesh, Sri-

Lanka, Pakistan, Kenya, and South Africa) and developed countries (Spain, Australia, United States of America, the United Kingdom (UK) and German). To provide clarity and contribute to logical flow of the analysis, the selected empirical studies are reviewed in accordance to the two specific objectives of the study.

2.4.1 Studies on Job-Related Factors Influencing Employees' Satisfaction

Polo's (2016) study investigated the factors influencing employees' satisfaction in Small and Medium Enterprises (SMEs) in Spain. Using regression analysis, the study revealed that while employees were more concerned with the factors related to the job environment such as conducive work environment and good relations among the co-workers, job related factors were also important to employees' satisfaction, notably the need for achievement in the jobs, having a variety of enjoyable tasks, having important responsibilities and opportunities for career development. Employees' recognition and gender differences did not produce statistically significant results on employees' satisfaction. The finding that employees were more concerned with factors related to the job environment maybe because the people are likely to be more concerned with meeting welfare requirements before anything else. This view underlies the Maslow's hierarchy of needs theory that starts with physiological needs.

A study by Hegney et al., (2006) inter alia examined the value of the work factors on employees' satisfaction using case of nursing personnel in Australia. The study concluded that the work factors such as the job content, opportunities for career growth significantly impacted employees' satisfaction. Dobre's (2013) study explored the relationship between employee motivation and performance in Romania. Drawing from McGregor's theory X and theory Y, the investigator observed that managers that

embraced theory X were likely to be more controlling and also engage in close supervision of the employees (therefore risking employees' dissatisfaction) while managers with theory Y orientation were likely to encourage employees 'work autonomy, allow employees to determine how they carry out their jobs alongside using their skills freely to achieve the intended results. The study concluded that employees were likely to deliver superior performance if they are trusted, have a variety of pleasing tasks and if they feel empowered in terms having sufficient autonomy in their jobs.

Other studies, for instance Hill & Wiens-Tuers, (2002), have referred to the role of job enlargement and enrichment in employees' satisfaction. While useful, some scholars have warned that the deployment of these approaches may backfire. This is because employees may find increased tasks and responsibilities burdensome and therefore dislike the jobs (Palvin & Kabir, 2011). Some studies found that employees are likely to be happy if they satisfy their quest for power that is having high status jobs, achievement in the jobs and also opportunities for career progression (Mustafa, 2012).

This finding is consistent with Maslow's esteem and self-actualisation and Herzberg's *intrinsic* factors. A descriptive survey study by Nyambegera and Gicheru (2016) examined the job factors that triggered motivation among the employees in selected organisations in Kenya. Using descriptive and correlation analyses, the study found the job-related factors motivating employees in their jobs as including empowerment, having operational authority and doing important or respected jobs. The researchers recommended that managers need to pay attention to providing a balanced

combination of intrinsic and extrinsic factors to enhance employees' job motivation and satisfaction.

Odukah's (2016) study investigated among other aspects the outcomes of selected job or work factor on employees' motivation, using an opinion survey and a sample size of 278 respondents, a case of a selected bottling company in Kenya. The study found that employees' motivation and satisfaction were driven by factors such as recognition and career development, among other aspects. Similar findings were reported by Senanayake & Gamage's (2017) study in the Telecom sector in Sri Lanka. The study revealed that job-related factors such as recognition for performance, a quest for achievement in the jobs and provision of career growth produced superior satisfaction and performance behaviour more than the non-job-related factors. The investigators therefore recommended policy direction to be focused more on the provision of job-related than non-job-related rewards.

2.4.2 Studies on Non-Job-Related Factors Influencing Employees' Satisfaction

Contrary to the above findings by Senanayake & Gamage (2017), a study by Lee (2012) on the relationship between job satisfaction and turnover a case of Internal Auditors in Minnesota USA turned out evidence showing that extrinsic factors were the only factors that appeared to be significantly leading to employees' satisfaction. Comparable findings were reported by a study by Islam et al. (2012) that set out to establish the key factors responsible for job satisfaction among the employees in selected private institutions in Bangladesh. Using factor analysis among other quantitative techniques, the study established that non-job-related factors significantly influenced employees' job satisfaction. Included were: the provision of employees'

leave, good rewards in terms of pay, career advancement, clear organisation mission and vision, availability of health care and favourable work conditions.

From German, a study by Goetz & Campbell (2012) on job satisfaction among dentists produced results showing non-job-related factors positively impacted employees' satisfaction. The study findings indicated that the hygiene factors such as job security, good pay and good work environment led to high job satisfaction among the employees. Closely related findings were reported by Kavoo-Lange & Mutinda (2015) who investigated factors affecting employees' satisfaction in faith-based organisations in Kenya. Using a stratified sample of 49 people drawn from a population of 161 members of a target chantry (chapel) in Nairobi, the study found a strong correlation between non-job-related factors, notably good relations with fellow employees and job security, with job satisfaction.

From Bangladesh, Parvin and Kabir's (2011) comprehensive research on the comparative significance of factors influencing job satisfaction of employees in the pharmaceutical industry concluded that the factors driving employees' job satisfaction were: good compensation in terms payment, productivity in work, marginal supervision, and good relations among the workers. Findings from a descriptive survey by Abrey and Smallwood (2014) that examined the outcomes poor working conditions in medium and large-scale construction sectors in South Africa indicated that the workers were dissatisfied because they were subjected to destructive noise, dust and in some cases inadequate ventilation leading to bad air condition. According to the study, the work took place in unsafe and unclean environment with cases of injury and other health problems reported among the construction workers. The study

further revealed that the unhealthy work environment, poor (bad) supervision and badly managed hourly pay rates largely depressed the work morale and diminished the quality of life of employees significantly.

In Pakistan, Khan et al. (2017) investigated the factors motivating employees to higher performance in the banking sector. Using a questionnaire and multiple regression analysis the study established a number of factors that were found to have significant influence on employees' motivation and satisfaction leading to high performance: good compensation in terms of good pay, acknowledgement of employees' contribution, empowering the employees in terms of decision-making authority, and the provision of conducive work environment job environment. In Tennessee USA, Brooks's (2007) study researched on how people were motivated and stayed satisfied at workplace. Using an in-depth interview, the study established a number of themes related to communication and went on to use a snowball sample of 181 fulltime employees and a regression analysis to determine the significance of the selected communication-related factors on motivation of employees in organisations. The findings indicated that the communication-related factors such as feedback on performance, involvement in goals setting and empowerment had statistically significant impact on employees' motivation to work and job satisfaction.

In UK, findings from British Social Attitudes survey by Nat Cen Social (2012) indicated that most employees England expressed deep dissatisfaction with the work-life balance than their counterparts in twenty European countries involved in the survey. According to this survey, employees 'dissatisfaction was caused by a number of factors: long working hours denying them adequate time to be with their families

and that they were hardly compensated for overtime and the long hours spent at workplace; the employees were also concerned with the insecurity of their jobs since their organizations were in serious financial difficulties. Some of the respondents reported experiencing a reduction in their pay rather than an increase. The study concluded that the UK workers were highly dissatisfied compared to most of their European counterparts. Respondents in only six out of twenty European countries surveyed were reportedly more dissatisfied than the UK workers.

The above reviewed empirical studies provide a robust and rich reservoir of variables that can be selectively used to test their influence on employees' satisfaction at the case study organisations that is DCC. One can also observe that the job and non-job-related variables reflected in the above reviewed studies are closely related to the Herzberg's two factor theory, and indeed the other theories informing this study: Maslow's theory, Expectancy theory, the Goals setting and Equity theories.

2.5 Research Gap

The reviewed literature both theoretical and empirical and experience suggest rarity of research on factors behind employees' job satisfaction in Tanzania. Moreover, the study of factors influencing employees' satisfaction has not been given much attention as studies on the relationship between staff motivation and organisational performance (Bakotic, 2016). Also, many studies have mostly focused on assessing the extent to which the employees are satisfied with their jobs rather than the factors generating employees' job satisfaction (Mwipopo, 2018). Some studies have paid attention to examining the challenges in managing employees' satisfaction and motivation, for instance a study by Podger (2017) drawing experiences from Australia. Studies have

also been carried out on developing the tools for assessing employees' job motivation. Other people have researched on the theories of motivation to determine their practical significance in the context of the developing countries while other studies have examined employees' motivation practices in selected western countries (Espinosa & Rakowske, 2018). Most of these studies have been carried outside the African continent.

Two main points emerge from the background of the study and literature review chapters: First, the question about what are the factors employees consider to be most important for them to be satisfied with their employment remains least explored in the context of the African continent, Tanzania being part; second, there is scarcity of information on the factors determining employees' satisfaction in various sectors of employment. Thus, the inadequacy of research and insufficiency of knowledge on the factors behind employees' satisfaction with their jobs in Tanzania's public sector are the gaps that remain to be filled. This study humbly attempts to contribute to fill the stated research and knowledge gaps.

2.6 Conceptual Framework

A conceptual framework is a theoretical construct that describes the presumed relationships among the variables involved in a study. It helps to organise or provide a clear structure, direction and order to the intended analysis. Typically, a conceptual framework provides the independent and dependent variables of the study. Some studies may include background or intervening variables (Anwal & Hansu, 2012). This section describes the selected conceptual framework of the study, including the

independent and dependent variables used in the analysis of factors influencing employees' job satisfaction at a case study organisation-Dodoma City Council.

2.6.1 Independent Variables

Based on the objectives of the study, the reviewed literature alongside the Herzberg's two factor theory, two independent variables were established and used in this study: Job-related and non-job-related factors. These were the variables presumed to determine or influence employees' satisfaction.

Job-Related Factors: These include the Herzberg's intrinsic factors, which are the factors directly related to or intrinsic the job itself. For the purpose of this study, the job-related factors are defined as potential satisfiers that are inherent in the respective jobs. The specific sub factors (indicators) tested were: a sense of achievement that is accomplishment in the job, job status, a sense of responsibility for doing the job, opportunities for growth and career advancement, doing a variety of interesting/enjoyable tasks, doing a challenging and important job, and recognition for performance and contributions in the job. These variables constitute the *Work factors component* described in Chapter Four. As already stated, the job-related aspects such as a sense of achievement, recognition and career advancement are consistent with higher level needs in the Maslow's hierarchy of needs theory, which are esteem, recognition, and self-actualisation needs.

Non-job-related Factors: They comprise Herzberg's extrinsic factors, defined in this study as factors that have to do with the overall environment under which the job is carried out; so, they are not in here or directly related to their respective jobs. The

associated indicators were, inter alia: participatory leadership style, team working, management support, conducive work environment, good salary, job security, safety at work, affection and affiliation with fellow employees, communication and availability of timely and useful information in relation to employment, flexible working hours, cooperation with fellow employees, cooperation with management, fairness in pay and treatment, equality, provision of work-life balance, enabling organisational policies.

As clarified in Chapter Four, all these variables were clustered under 3 Principal Components used to analyse the non-job related factors in this study: *Wellbeing factors*, *Organisation Condition factors*, and *Rewards and Development factors*. Like the job-related variables presented above, the stated non-job-related variables were gleaned from the theoretical and empirical literature, and particularly from the theories guiding this study: for instance, meeting employees' expectations in compensation, fairness in rewards and equal treatment of employees from Expectancy and Equity theories, and employees' involvement in decision making from the Goal setting theory alongside Herzberg's extrinsic factors.

2.6.2 Dependent Variable

The dependent variable refers to an aspect or a phenomenon that supposedly is affected or determined by the independent variable (s). In this study, the employees' job satisfaction constitutes the dependent variable, defined as employees' happiness in employment as they find the jobs satisfying, enjoyable and fulfilling. A questionnaire attached as Appendix 2 captures all of the above variables. Figure 1 summarises the conceptual framework of the study.

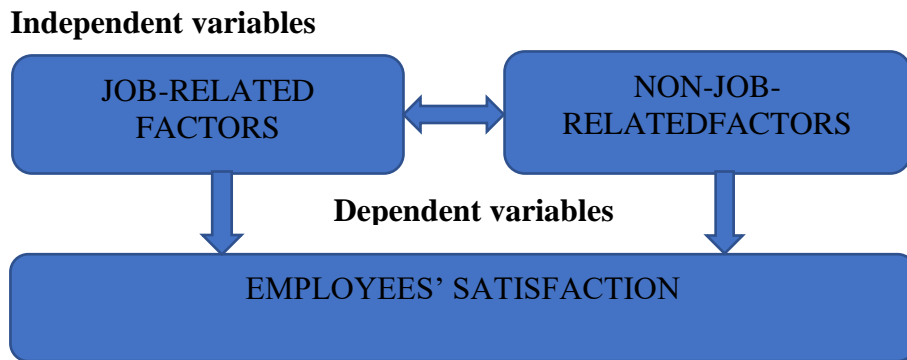


Figure 2.1: Conceptual Framework of a Study on Factors Influencing Employees' Satisfaction

Source: Author's Construct (2019), Based on the Reviewed Literature

The two boxes at the top of the figure demonstrate the independent variables while the long box at the bottom indicates the dependent variable of the study. The lateral/horizontal arrow connecting the two apex boxes indicates the study's assumption that both the job and non-job-related factors do influence employees' satisfaction. The two arrows pointing downwards towards the long box at the bottom of the figure indicate the predicted influence of the independent variables (the job and non-job-related factors) on the dependent variable i.e. employees' satisfaction.

2.6.3 Measurement of Variables

Both qualitative and quantitative approaches were used to measure the variables involved in determining the factors influencing employees' satisfaction at the case study Council. Qualitative measures were based on the opinions, perceptions and judgements of the respondents derived from interview, FGD and documentary data. Essentially, using qualitative measures, the findings are presented in a textual or word-based form (Rebecca, 2019). Quantitative measures entail presenting the results numerically. As detailed in the next chapter, descriptive and inferential statistics constitute the quantitative measures used in this study.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter discusses the methodology that was used in this study. It includes the area of the study, design of the study, the study population and sample, data gathering methods and data analysis procedures. It begins with historical background of the case study organisation.

3.2 Background of the Case Study Organisation

This study was carried out at Dodoma City Council (DCC). One of the considerations that led to its selection was the growing importance of Dodoma city in delivering public services following the recent government's decision to transfer the main seat of government from Dar es Salaam to Dodoma. Other considerations were the convenience of transport, affordability and more importantly, the high prospect for obtaining information for the study occasioned by the willingness of the 'gate keepers' (authorities) at DMC to cooperate in the study. Silverman (2006) advises researchers to shun research sites that provide no prospect for obtaining the required data.

The historical development of Dodoma City Council can be traced back to 1973 when the first phase government led by President Julius Kambarage Nyerere, also famously known in Tanzania as *Mwalimu* Nyerere i.e. The Teacher, decreed Dodoma to be the capital city of Tanzania mainland. The significance of Dodoma further developed following its transformation into a municipal authority in 1980, and also the subsequent government's decision to shift the headquarters and activities of

parliament from Dar es Salaam to Dodoma in 1995 (Bernard, 2019). Despite the 1973 declaration of Dodoma as the capital city of Tanzania, the main seat of government remained in Dar es Salaam until recently that is 2018 when the fifth phase government led by Dr John Pombe Joseph Magufuli ordered the transfer of the key government activities and institutions to Dodoma. This push has led to exponential increase of the population, business investments and infrastructure in Dodoma city, including construction.

During the 54th celebrations to commemorate the union between Tanganyika and Zanzibar held in April 2019, the President of the United Republic of Tanzania Dr John Magufuli conferred Dodoma the 'City status' making it the sixth city council in Tanzania mainland, joining the other five existing city councils: Tanga, Dar es Salaam, Arusha, Mbeya and Mwanza. While the conferment attracted a furious rejection by some of the members of opposition in parliament as unlawful, it effectively marked the end of Dodoma Municipal Council. It also coincided with the government's resolve to transfer the main seat of government to Dodoma. One can agree with the government's move since, first, the capital city status of Dodoma was long sealed (decided) by the government back in 1973. Second, in our view, it was odd housing government headquarters in a municipality. From common knowledge, the transformation of Dodoma into a city status was not only because of its role as the capital city, but Dodoma is speedily growing into an important commercial hub with increasing importance in international business and governance.

Geographically, Dodoma lies in the middle of the country (See Figure 2), specifically located between latitudes 6.00 and 6.30 South and longitudes 35.00 and 36.02 East

(Academia.com, 2019). According to the National Bureaus of Statistics [NBS] (2012), the city covers an area of 2,769 square kilometres. It shares borders to the South and East with Chamwino district, to the West by the district of Bahi and to the North by the districts of Bahi and Chamwino (see Figure 3). Governmentally, Dodoma City Council comprises 41 Wards, 18 Villages, one Parliamentary Constituent, four Divisions, 170 Streets known as *Mitaa* and 89 Hamlets i.e. *Vitongojiin* Kiswahili language. Typically, Dodoma city demonstrates both urban and rural features (See Figures 4 and 5).

In 2012, Dodoma city had an estimated population of 410,956 people with annual growth of 2.7% (NBS, 2012). In May 2019, the Ministry of Regional Administration and Local Government projected the population of Dodoma city to be close to 700,000 people. According to the Ministry, the city's revenue generation was expected to be Tshs 67 billion in financial year 2018/2019 that is up from Tshs 6 billion raised in financial year 2016/17 (Kamagi, 2019). Indeed, like other Local Government Authorities (LGAs), the DCC needs to generate adequate revenue to meet the public demand for basic services and infrastructure.

Socially, Dodoma city is cosmopolitan meaning it is multiethnic since its residents are people from various tribal and cultural backgrounds living alongside the traditional and ancestral tribes of Dodoma: Wagogo and Warangi (Academia.com, 2019). The key economic activities of Dodoma are manufacturing, agribusiness particularly the production of sunflower and sunflower oil and grapes for production of wine. Also, a large smallholder farming exists alongside retail, wholesale trade alongside a large presence of small-scale businesses that represent the informal sector.

Dodoma City Council did not only inherit the staff, properties, strategic plan and budget, it is also implementing a vision crafted by the ex-Dodoma Municipal Council, which stipulates a commitment within 10 years to improve social and economic services, enhance good governance and conservation of the environment for sustainable growth and poverty alleviation. The mission of Dodoma city council is to advance the delivery of social and economic services, enhance peace and security, prevent the destruction of the environment and endeavour to reduce poverty (DMC, 2017). The changed status of DCC raises high the public expectations on the availability social and economic services. One can fairly argue that Dodoma City Council needs satisfied staff to deliver on its mandate, which is promoting social and economic vitality of the city through the provision of quality public services.

3.3 Research Design

Research design refers to an overall approach to the study as well the various considerations that guide the choices made with regard to the direction of the study in terms of sampling, data collection and analysis procedures. Social research literature refers to three main research designs: case study, experimental research and survey design (Saunders, 2007; Cohen et al., 2007). This study used a combined research design, involving a single case study alongside a quantitative survey. Creswell and Clark (2018) refer to the power of a combined research design. They argue that the mixed design creates a ‘methods synergy’ that promotes the level and quality of data analysis.

The case study design is an approach to the study by which the researcher investigates a selected phenomenon in its natural setting where the boundaries between the

phenomenon under investigation and context are indistinct (Yin, 2003, 2018). The case study design enabled an in-depth investigation of the selected case to be carried out (Yin, 2014) with regard to the factors influencing employees' satisfaction using a variety of data collection methods including interview and FGD. The survey design complemented the case study design (Creswell, 2005; Yin, 2003); it enabled opinions on the factors influencing employees' satisfaction to be collected from a large sample of respondents, and therefore creating robust and compelling evidence of the findings (Cohen et al., 2007).

As stated in section 3.9, the study adopted a mixed research paradigm involving qualitative and quantitative approaches data analysis (Creswell, W, J., & Clarck, V. L, 2018). The combined research paradigm is adopted in this study because it facilitates the analysis of both qualitative and quantitative data collected in this study (Saunders et al, 2007). The adoption of mixed paradigm was necessary because the study addresses qualitative and quantitative variables with regards to employees satisfaction (See appendix 3).

3.4 Scope of the Study and Motive

The study set out to search for factors employees regard as critical for their satisfaction. Using the Herzberg's two factor theory, the research sought to identify the job-related and non-job-related factors influencing employees' job satisfaction. The study was inspired by the significance of job satisfaction on employees' wellbeing and the role of employees' satisfaction to organisational health: harmony and performance. The study was also carried out because, world-widely, organisations struggle to find best ways of keeping their human resource satisfied. They find

employees satisfaction as the only way to have a workforce that is committed and ready to offer its outmost contribution to organisational performance. The study therefore contributes in answering the perennial question: what actually influences employees' satisfaction?

3.5 Population of the Study

The population of the study refers to the collection of people, cases or objects that are of interest to the researcher and from which a sample is selected for study (Ghauri, 2002). The population of this study entailed both the management and non-management employees of Dodoma City Council. The study targeted the employees with at least one year of work experience with the council. Arguably, the people with some work experience are in position to provide rich information with regard to their employment experiences, including an assessment of their job satisfaction. Interview data showed that DCC headquarters had 303 employees (DCC interview with management staff, 2019).

3.6 Sample Size

The selection of sample should be guided by a number of considerations: affordability, time available, the type of analysis envisaged, purpose of the study, for example if generalisation of the findings is 'in the cards' and also the ultimate purpose or use of the findings (Saunders et al., 2007; Mugenda, 2008). The study employed two types of samples: interview and questionnaire sample. The interview sample included, first, half of heads of department that is 5 out of 10 departments of DCC, as already stated, selected based on their work experience of at least one year and

position to provide information on employees' job satisfaction and the associated problems. Moreover, the selected heads of department were those that dealt with many employees (clients): Health, Education, Human Resource, Finance, and Public Relations & Complaints. Second, the interview sample also included 3 other key informants: 1 Ward Education Coordinator and 2 leaders of Workers Association at DCC, included because they were believed to have rich knowledge of matters affecting employees at the work place. Therefore, the interview sample size comprised 8 respondents. The next part describes the selection of the questionnaire sample.

Various rough guide criteria have been suggested in literature on the selection of questionnaire sample: Saunders et al. (2007) suggested a sample size of at least 30 people that also applies in F-Test or Anova; Islam et al., (2012) suggested a sample of at least 100 respondents; Odukah (2016) selected a sample of 278 participants that is 27.8% of the study population while Oyowe (2017) simply used a sample of 36 people. Other people have suggested 10% of the population should constitute the sample size of a survey study (Brayman & Bell, 2015).

While these suggestions are noted for their simplicity and convenience, this study used a formula proposed by Yamane (1967) to calculate the questionnaire sample:

$$n = \frac{N}{1 + N(e)^2}, \text{ where } n = \text{sample size, } N = \text{size of the population of the study and } e =$$

margin of sampling error estimated at 0.05 i.e. at 95% level of confidence. Given the stated population of 303 employees at DCC headquarters, the questionnaire sample size was determined as follows:

$$n = \frac{303}{1 + 303(0.05)^2} = 172.4$$

Consequently, the questionnaire sample size was composed of 172 people. The overall sample size of the study comprised 180 respondents, including 172 questionnaire respondents and 8 interview respondents.

3.7 Sampling Techniques

Two approaches were used to select the study samples: purposive and stratified proportionate sampling. In purposive sampling the researcher selects the respondents with features she/he deems desirable for the study that is the people that match the criteria established by the investigator (Saunders et al., 2007). Purposive sampling was used to select interview sample based on the position of the target respondents to provide required information on matters pertaining to employees' satisfaction, and that they needed to have a minimum of one year of employment. The interview sample was determined by using the sample saturation point technique (Patton, 2002). It implies after 8 people had been interviewed, no further interviews were carried out because additional interviews with other informants (heads of department and section and influential members of the workers' association) did not produce or yield new information. Therefore, the sample saturation point was reached by the time 8 respondents had been interviewed. Selection of questionnaire sample size is presented next.

After determining the questionnaire sample size that is 172 people, proportionate stratified samples were calculated from all 10 departments of DCC to make up the questionnaire sample size of 172 respondents (See Table 3.1). The computation of conversion factor used to determine the proportionate samples is provided below.

Table 3.1: Stratified Proportionate Sampling for Questionnaire Sample

SN	Department (Dept)	Nper stratum (i.e. per dept)	Determining proportionate samples	Proportionate samples per stratum(dept)
1	Land and Urban Planning	7	.568*7	4
2	Natural Resources	13	.568*13	7
3	Community Development	6	.568*6	3
4	Economic Planning	11	.578*11	6
5	Agriculture	8	.568*8	4
6	Human Resource Management	10	.568*10	6
7	Sanitation	12	.568*12	7
8	Finance	15	.568*15	9
9	Education	116	.568*116	66
10	Health	105	.568*105	60
Total		303		172

Source: Researcher (2019).

Conversion factor i.e. $Cf = \frac{n}{N}$ where n=Sample size, N= Size of population

(Laerd, 2012; Agio, 2017) . Thus $Cf = \frac{172}{303} = 0.568$.

After determining the stratified proportionate samples per department, convenience sampling was carried out to select the respective samples of respondents from each department (stratum), for instance 60 from health department and 66 from education department that were served with a questionnaire. Convenience sampling was used because it was more practical and faster in the sense that the respondents were selected into sample based on their availability and willingness to take part in the study (Shaughnessy et al., 2000). A similar approach was used by Gupta & Subramanian (2014).

3.8 Data Collection Methods

The study collected the data by using interview, questionnaire and documentation:

3.8.1 Interview

Interview is a method commonly used to collect primary data in social research. It is a planned and purposeful conversation between a researcher and an interviewee with a view to collecting the desired information from the respondent (Adams & Lawrence,

2019). An interview can be face to face, also telephone or online-based, for instance via Skype. This study used the face-to-face interview with key informants described above. Interview was used because of its ‘power to enter the respondent’s mind’ (Miles & Huberman, 1994; Silverman, 2006) and produce detailed information on the subject under investigation; it provided an opportunity to ‘probe’ the respondents for more details and also an opportunity to use ‘prompts’ to provoke even more in-depth expressions of opinions, feeling and perceptions of the respondents on factors influencing employee’s job satisfaction (Denzin, & Lincoln, 2000; Patton, 2002). A semi-structured interview guide attached as Appendix 1 guided the process of interviewing.

3.8.2 Questionnaire

A questionnaire refers to a pre-prepared set of questions distributed to a defined sample of respondents in order to collect their opinions on a subject of interest to the researcher; it could be open-ended or closed-ended or have a mix of the two (Brayman, 2015). A close-ended questionnaire based on a five-point Likert scale (Attached as appendix 2) was administered to a sample of 172 respondents, selected from among the employees of Dodoma City Council.

As stated above, a questionnaire was used because it enabled the researcher to collect opinions on factors behind employees’ satisfaction from a large sample of respondents thus providing even strong evidence of the findings (Yin, 2003, 2018); it also enabled the data to be collected quicker and with less cost compared to the interview method (Cohen et al., 2007).

3.8.3 Documentary Review

Additional data on factors underpinning employees' satisfaction were collected from documentary sources at DCC. These included quarterly management reports, minutes of Full Council meetings available DCC headquarters and Ward Offices as well as minutes of Workers Association meetings. Likewise, the employees' complaint registers as well submissions from the suggestion boxes were reviewed to track hints of factors influencing employees' satisfaction (and dissatisfaction). Documentary data complemented the primary data collected first hand via interview and questionnaire responses. The researcher requested all required documents from the DCC authorities in advance so that they could be aimed available during fieldwork.

3.9 Data Analysis

Data analysis is an integrated process involving a number of interrelated sub processes: data cleaning, organising, coding and using appropriate qualitative and quantitative approaches to drive the meaning of the data in relation to the research objectives and questions (Mugenda, 2008). Narrative and content analysis approaches were used to analyse qualitative data collected by means of interview and documentary review. The narrative alongside thematic analysis process entailed transcribing the interview data transcripts verbatim, and coding the same into themes relevant to job-related and non-job-related factors; the emerging data were narratively interpreted to address the research questions (Anderson & Cornelli, 2018). Direct quotes of interviewees' responses were used to preserve the originality of the respondents' own talk during interview (Miles & Huberman, 1994; Patton, 2002). Content analysis was used to analyse documentary data. Specifically, the words and

phrases related to job-related and non-job-related variables were identified across the reviewed documents and their meanings interpreted narratively in relation to the research objectives and questions (Denzin, & Lincoln, 2000; Silverman, 2006).

Quantitative analysis involved descriptive and inferential statistical analyses aided by using a computer programme, SPSS. Descriptive statistics included frequency counts, percentages, average scores, also measures of variability of the values in the data sets including range, standard deviation and variance (Blaettler, 2018). These were used to analyse questionnaire responses to identify the factors the respondents considered being critical for job satisfaction. Chi-square test was used to evaluate the relationship between the job-related factors and employees' job satisfaction. Descriptive statistics were not only used because of their simplicity, but also their relevance and power to provide order and clarity to the respective data (McGregor, 2015; Zealtin&Anelbach, 2019).

Moreover, drawing from Parvin & Kabir (2011) and Islam et al. (2012), descriptive measures based on the 5-point Likert scale were used to assess employees' satisfaction/dissatisfaction with their jobs: HD=Highly Dissatisfied, D= Dissatisfied, SS=Somewhat Satisfied, S=Satisfied and HS= Highly Satisfied. The assessment was part of the strategy to track the factors influencing employees' satisfaction. A similar scale was used to capture the respondents' perceptions and assessment of the factors influencing employees' job satisfaction: HU= Highly Unimportant, NI=Not Important, I=Important, HI=Highly important (See a questionnaire in Appendix 2). Regression analysis was carried out to determine the relationship and significance of the factors influencing employees' satisfaction. First, factor analysis which is a data

reduction technique (Widaman, 1993; Brians et al., 2011) was used to reduce the questionnaire variables and data into fewer ‘Principal Components’ that simplified the analysis of the factors influencing employees’ satisfaction in this study.

According to Qualtrics (2019, p.1)

“Factor analysis is a way to condense the data in many variables into a just a few (key) variables. For this reason, it is also sometimes called “dimension reduction.” You can reduce the “dimensions” of your data into one or more “super-variables.” The most common technique is known as Principal Component Analysis (PCA)”.

Thus, the Principal Component Analysis (PCA) technique was used to conduct factor analysis; the respective results are provided in the next chapter. T-test was used to determine the significance of non-job-related factors to employees’ satisfaction. Anova that is F test was used to examine the significance of a Multiple Linear Regression model (MLRM) i.e. T-test that as noted above was used to test the significance of non-job- factors on employees ‘job satisfaction. The respective regression analysis model was: $y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \varepsilon$

Whereby:

y = Job satisfaction

β_0 = Constant term

β_1 = Coefficient of wellbeing

β_2 = Coefficient of Organization Condition

β_3 = Coefficient of rewards and Development factor

ε = is the error term

x_1 = Wellbeing factors

x_2 = Organisation conditions factors

x_3 =Rewards and employees' development factors

SPSS version 21 was used to determine, inter alia, the significance of non-job-related variables to employees' satisfaction, with the level of significance set at $p < 0.05$ that is 95% level of confidence.

3.10 Validity and Reliability of the Study

Validity in research refers to the extent to which a measure actually measures what it is meant to measure. It is also about the trustworthiness or credibility of the study, its findings and conclusions (Denzin, & Lincoln, 2000; Creswell, 2018). A number of measures were used to ensure the validity of the study: first, conclusions are based on the data collected rather than the researcher's own ideas, biases or idiosyncrasies; second, triangulation of sources of data was used to provide complementary and corroboratory effects to the data collected and the findings; third, and the draft findings were documented and shared with some of the respondents to ensure they truly reflected their perspectives; fourth, existing theoretical and empirical literature was used to corroborate the findings of the study (Creswell, 2005; Silverman, 2006). This effort is demonstrated in the next chapter.

Reliability of the research refers to the extent to which the study produces the same results if the same study is carried out in a similar context (Cohen et al, 2007). The following approaches were observed to ensure the reliability of the study: first, the study used relevant and recommended approaches to sampling, data collection and analysis procedures; second, was ensuring the research objectives and questions are consistent with the conceptual framework of the study and literature reviewed; third,

was the provision of clear research objectives and questions (Lewis, 2003; Mugenda, 2008; Creswell, 2018).

The study also carried out a pilot test of the questionnaire involving some in-service classmates and some colleagues at the author's work place to ensure the relevance and usability of the research tool i.e. the questionnaire. Moreover, a Cronbach alpha test was carried out to analyse the reliability and consistency of the variables in the questionnaire. The highest possible value of the alpha coefficient is 1 that denotes a very high reliability the tool; the minimum acceptable value is 0.7 (Nunnally, 1978 in Islam et al., 2011, p. 38). To some people, even the alpha coefficient value of 0.5 is tolerable (Agoi, 2016), especially when the questionnaire (tool) has very few analytical variables. The results of the Cronbach alpha test are provided in the next chapter.

3.11 Ethical Considerations

During field work the researcher ensured that the data are collected and analysed in an ethical manner. First, due attention was paid to ensuring anonymity of the informants to protect them from potential harm for providing information for the study (Saundres et al., 2007); second, the researcher ensured the respondents are fully informed about the purpose and duration of the study and that their participation in the study was purely voluntary and based on their own consent, with the option of withdrawing from the study as and when they wished to do so (Oyowe, 20016); third, all forms of dishonesty were avoided in all stages of the research. Other considerations observed were acknowledging in the references list all sources of information cited in the study, requesting permission for entry and data collection at the case study organisation (See

Appendix 4), alongside obtaining the data collection clearance from the respective University that is the OUT. Finally, as a matter of principle, the results of the study will be shared with the case study organisation for potential practice and policy uses. The next chapter presents and analyses the data collected and discusses findings of the study.

CHAPTER FOUR

RESULTS AND DISCUSSION OF FINDINGS

4.1 Introduction

This chapter presents analyses and interprets the data collected. It also discusses the findings of the study in order address two specific research objectives presented in the introductory chapter: To evaluate the job-related factors determining employees' satisfaction, and to analyse the non-job-related factors determining employees' satisfaction. The second section after this introduction presents and discusses findings on demographic profile of the questionnaire respondents. The third section presents results of questionnaire response rate. The fourth section presents results of the reliability test of the study. The fifth section, which is the main analysis part, undertakes the analysis in four subsections: In the first two subsections an attempt is made to assess employees' satisfaction with the job and non-job-related factors at the case study authority. The specific objectives of the study are addressed in the following two subsections in which an attempt is made to analyse the job-related and non-job-related factors influencing employees' job satisfaction. As discussed in the methodology chapter, the analysis uses both descriptive and inferential statistics. Qualitative analyses in terms of interview and documentary data have been presented and discussed where appropriate alongside the descriptive and inferential analyses.

4.2 Demographic Profile of Respondents

The study examined demographic characteristics of the respondents because they influence behaviour, demands, needs, judgements, understanding, aptitude, feelings and even opinions and attitudes of people in various aspects (Brooks, 2007; Scott,

2019). Five aspects were examined: gender, marital status, age, work experience and the level of education of the respondents. Results are presented in Table 4.1.

Table 4.1: Demographic Profile of the Respondents

n=172	Frequency	Valid Percent
Sex of Respondents		
Male	74	43.0
Female	98	57.0
Marital Status		
Married	119	69.2
Single	53	30.8
Age of Respondents		
20-30	28	16.4
30-40	71	41.5
40-50	55	32.2
Above 50 years	17	9.9
Duration at Work		
1-5 years	46	26.9
5-10 years	95	55.6
Over 10 years	30	17.5
Educational level		
Secondary	2	1.2
First Degree	116	67.8
Masters	51	29.8
Certificate	1	.6
Advanced diploma	1	.6

Source: SPSS results (2019)

4.2.1 Respondents' Gender

Consideration of gender matters in employment. In HRM it is widely accepted that both sexes need to have equal opportunities for development, organisational benefits and shared responsibilities. This fosters team working, improves workers' wellbeing, and leads to improved productivity that in turn contributes to organisational and even national development (UNICEF, 2011). The data in Table 4.2 indicate that 98 (57%) of the responders were female while 74 (43%) were male. The findings suggest the female respondents were the majority. This finding is not surprising since 73% of the

questionnaire respondents came from health care and education (See Table 4.1 in Chapter three), which are the sectors usually dominated by female workers. The World Bank (2011) states that females across the world tend to be mostly employed in the sectors that are (wrongly) regarded as less demanding in terms of qualifications, and that they are low-status because they are low paying, such as nursing and teaching in primary and secondary schools. Even if female respondents were the majority, the male respondents had a substantial (43%) representation in the sample. One can therefore argue that the findings of the study were derived from the responses provided by both male and female respondents at DCC.

4.2.2 Marital Status and Age of the Respondents

From the findings, 127 (69.2%) of the respondents were married while 53 (30.8%) were unmarried. The findings also indicate that 28 (16.4%) respondents were aged between 20 to 30 years, 71 (41.5%) were aged between 30 to 40 while 55 (32.2%) respondents were aged between 40 to 50 years. A minority occupied by 17 (9.9%) respondents included employees that were aged 50 years and above.

The findings that the majority of the respondents (close to 70%) were married and that over 83% was aged over 30 years indicate that most the employees of DCC were mature adults with family responsibilities. Such people are likely to take their employment very seriously because it directly affects their career development, their own livelihood and also wellbeing of their families (Kossek & Distelberg, 2009). To this effect, the respondents were expected to take interest in this study on employees' satisfaction and therefore express or share their opinions on matters affecting their job satisfaction.

4.2.3 Work Experience and Education

The data in Table 4.1 indicate that 46 (26.9%) respondents had been employed with DCC between 1 to 5 years, 116 (67.8%) had worked with DCC between 5 to 10 years while 10 respondents (17.5%) had over 10 years of employment at DCC. The data also show that 116 (67%) respondents were university degree holders, 51 (29.8%) respondents had master degrees, 2 (1.2%) had secondary education while 1 (0.6%) was a certificate holder, and 1 (0.6%) respondent held an advanced diploma. From the data, one can see that 120 (73.2%) of the respondents had work experience of five years and above. Arguably, with such a long work experience, the respondents had vast knowledge of their jobs and the overall work environment, including the prevailing management and leadership systems (Department for Education and Skills, 2002). It can be concluded that these respondents were in position to provide rich accounts and perspectives with regard to the factors influencing employees' job satisfaction.

The finding that 167 out of 172 respondents (almost 98%) were in the category of first degree and master degree holders suggest that most of the respondents were highly educated and therefore capable of providing informed opinions and judgements on the factors affecting employees' job satisfaction. It is concluded that with such high level of education, the respondents were not only able to discuss and assess the prevailing employment conditions they were also able to provide suggestions of measures to improvement employees' satisfaction at the case study organisation. Undoubtedly, this study is based on the responses provided by highly experienced, informed and knowledgeable respondents, which enhance the reliability of the study.

4.3 Questionnaire Response Rate

The questionnaire sample size involved 172 respondents. Following frequent reminders and follow-ups, all 172 questionnaires were filled and returned to the researcher. This implies the rate of response was 100%. All of the returned questionnaires were usable for analysis since they were adequately filled, despite some negligible gaps where some few respondents skipped to respond to some questions. Fowler (1993) in Agoi (2016) suggests 75% as the acceptable minimum response rate for analysis to proceed.

4.4 Questionnaire Reliability Test Results

The study carried out a Cronbach alpha test to determine the reliability of the main study tool that is the questionnaire. The alpha coefficient result produced by the test was 0.93 (Table 4.2).

Table 4.2: The Questionnaire Reliability Test

Reliability Statistics	Number of items (variables) in a questionnaire
Cronbach's Alpha	
0.93	62

Source: SPSS Results (2019)

As discussed in the methodology chapter, the maximum possible value of alpha coefficient is 1; the lowest coefficient is 0 and that the minimum acceptable alpha value is 0.7 (Islam et al., 2011). Since the test produced an alpha coefficient score of 0.93, it is concluded the result was far higher than the required minimum of 0.7. This suggests the research instrument was highly reliable and therefore highly boosted the reliability of the data collected and the study findings.

4.5 Main Analysis and Discussion of Findings

This section constitutes the main analysis of the data and discussion of the findings with a view to addressing the problem of the study, which was to determine the factors behind employees' job satisfaction. The ultimate purpose of this chapter is to address the two specific objectives of the study presented above. Factor analysis results are presented first, indicating the main or principal components and variables selected to simplify and organise the intended analysis in this study.

4.5.1 Factor Analysis Results

Factor analysis was carried out to reduce the data and questionnaire variables into few manageable components. As stated in the previous chapter, in factor analysis the Principal Component Analysis (PCA) test is carried out for the data and variables reduction purpose. However, the study sample size needs be tested first for its adequacy to enable factor analysis to be carried out. Results are presents in Table 4.3

Table 4.3: Factor Analysis

KMO and Bartlett's Test			
Kaiser-Meyer-Olkin Measure of Sampling Adequacy			.928
Bartlett's Test of Sphericity	Approx. Chi-Square		8762.464
	Df		465
	Sig.		0.000

Source: SPSS Results (2019)

To test the adequacy of sample size for factor analysis to be carried out, a Kaiser-Meyer Olkin (KMO) test and Bartlett's Test of Sphericity were used. The similar approach was used by Agoi (2016) and also Islam et al., (2012). Since KMO score of 0.928 that is about 93% is greater than 50%, then the sample size of the study was

adequate for factor analysis (Acadgild, 2018). Additionally, the test of sphericity was taken and it was significant since its p-value (0.000) was less than the level of significance set at 5% (i.e. $P < 0.05$), which enabled the Principal Component Analysis test to be conducted. Through the examination of commonalities scores of each variable in the questionnaire, all variables under job-related factors had scores of 50% and above. None of the variables had a score of less than 50% that would disqualify them to comprise the principal component established (Qualtrics, 2019) for job-related factors.

Table 4.4: The Work Factors Component

SN	Variables	Commonality
B1	Holding a high status or respectable job position	(0.708)
B2	Recognition for good performance or contribution to the organization	(0.791)
B3	Doing important tasks or responsibilities	(0.790)
B4	Doing challenging jobs	(0.796)
B5	Achievement or accomplishments in the job	(0.799)
B6	Meeting the set performance objectives	(0.797)
B7	Opportunities for growth, career progression and advancement in the job	(0.788)

Source: SPSS results (2019) and part B of a questionnaire, attached as Appendix 2

Through Principal Component Analysis (CPA), only one principal component named *the Work Factors* was formed, comprising all 7 variables under job-related factors (See Table 4.5). From PCA, 3 principal components, named *Well-being*, *Organisation Conditions*, *Rewards and Employees' Development* were established for the non- job-related variables.

Table 4.5: Factor Analysis Components for Non-Job-Related Factors

1 Wellbeing	2 Organizational Conditions	3 Rewards & Development
B15 Safety at work (0.7862)	B14 Work environ (0.5488)	
B16 Health care (0.7510)	B21 HR policies (0.6893)	B9 Benefits beyond salary (0.8966)
B17 Job security (0.8186)	B22 Feedback (0.7684)	B10 Promotion (0.8644)
B18 Team working (0.8780)	B23 Fairness: R&S* (0.7256)	B11 Leadership (0.8672)
B19 Relation with mgt (0.8119)	B24 Involvement in decision making (0.6782)	B12 Communication/information (0.8536)
B20 Work-life balance (0.7103)	B25 Fair compensation (0.8100)	B13 Training & development (0.7829)
	B26 Transparency (0.8432)	

Source: SPSS results (2019), and part B of the questionnaire.*R&S: Fairness in Rewards and Sanctions

Table 4.5 presents the 3 components, all with commonality scores of 50% and above in the specific components which, as stated above, is a condition for variables to constitute or be part of the principal component (s) created. The formed components were used as independent variables in regression analysis (Section 4.5.4, Table 21) to determine the significance of non-job-related factors to employees' job satisfaction, which is the dependent variable of the study. It should be noted that the fourth Component was eliminated because it produced only one variable: B8 Salary. However, as indicated in Appendix 3, good salary (B8) was rated so highly with the respondents (92%) as among the important factors influencing employees' job satisfaction. As a prelude to addressing the two specific objectives of the study, the next two sections present findings on employees' satisfaction with job-related and non-job-related factors at the case study organisation.

4.5.2 Employees' Satisfaction with Job-Related and Non- Job-Related Factors

The respondents were first asked to rate their satisfaction with the job-related and non-job-related factors. This approach was adopted because it provided inopportunity to carry out an in-depth probe on the factors influencing employees' happiness

(satisfaction) and unhappiness (dissatisfaction) in their jobs. Thus, this strategy contributed to addressing the main objective of the study, which was to find out the factors influencing employees' satisfaction. The respective descriptive data are presented and discussed below.

4.5.2.1 Satisfaction with Job-Related Factors

Based on factor analysis, the respondents rated their satisfaction with 7 variables constituting the *Work Factors* component. Results are presented in Table 4.6.

Table 4.6: Assessing Employees' Satisfaction with the Work Factors

Scale	HS		S		D		HD	
	Frq	%	Frq	%	Frq	%	Frq	%
Principal Component The Work Factors								
B1. Current Job	2	1.3	2	1.3	49	31.6	102	65.8
B2. Job status/rank	0	0	3	2	72	49	72	49.0
B3. Level and mix of responsibilities	0	0	2	1.3	67	45	80	53.7
B4. Accomplishments in the job	0	0	2	1.3	71	47	78	51.7
B5. Progress in career progression	0	0	4	2.8	62	43.4	77	53.8
B6. Opportunities for growth in the job	0	0	3	2.1	63	44.1	77	53.8
B7. Recognition for job performance	0	0	6	4.2	67	46.5	71	49.3

Source: SPSS data set (2019), drawing from part B of a questionnaire

Key: HS=Highly satisfied, S=Satisfied, D= Dissatisfied, HD=Highly Dissatisfied

Data in Table 4.6 show that only 2 (1.3%) respondents were highly satisfied and other 2 respondents (1.3%) were satisfied with the work factors. This suggests a staggering 98.7% was unhappy (dissatisfied or highly dissatisfied) with the work factors. Drawing from Table 4.6, the combined percent scores (dissatisfied and highly dissatisfied) presented in a ranked (descending) order provide the following results: 98.7% of the respondents were dissatisfied with the nature or quality of the tasks they performed in their jobs; similarly, 98.7% of the respondents were dissatisfied with the

level of achievements or accomplishments in their jobs, 98% of the respondents were dissatisfied with their job positions, 97.9% was unsatisfied with the extent of availability of opportunities for career development, 97.4% was dissatisfied with the current jobs compared to alternative jobs in the labour market, 97.2% was dissatisfied with the progress made in the job career, and 95.8% was dissatisfied with the extent of recognition from the management for the work done. Overall, the above data indicate a high level of respondents' dissatisfaction with all of the examined work factor variables. Likewise, the average percent scores on employees' satisfaction with the work factor presented in Table 8 indicate unpleasant results.

Table 4.7: Average Percent Scores on the Level of Satisfaction with the Work Factors

Principal Component	HS	S	D	HD	Total in %
The work factors	0.85	1.57	43.80	53.87	100

Source: Derived from Table 4.6

Key: HS=Highly satisfied, S=Satisfied, D= Dissatisfied, HD=Highly Dissatisfied

On average, 43.8% of the respondents were dissatisfied and 53.87 % was highly dissatisfied with the work factors. Combining the two scores suggests 97.67% that is almost 98% of the respondents were dissatisfied with the work factors. In particular, the combined percent scores derived from Table 7 indicate the highest dissatisfaction scores were in the following aspects/variables: the nature of tasks performed (98.7%), the extent of accomplishments in the jobs (98.7%), the current job rank (98%), extent of opportunities for career development (97.9%), and the current job compared to alternative jobs (97.4%). The data and findings on respondents' satisfaction with non-job-related factors are presented next.

4.5.2.2 Satisfaction with Non-Job-Related Factors

The respondents were asked to rate their satisfaction with non-job-related variables clustered under three principal components derived from factor analysis: Well-being, Organisational Conditions, and Rewards and Development (See Table 4.5). Taking a *'bird's eye view'*, the data in Table 9 indicate the majority of the respondents were either dissatisfied or highly dissatisfied with the non-job-related factors. This is because, even from a lay man's perspective, the data in Table 9 seem to be heavily skewed toward the dissatisfied and highly dissatisfied responses. A detailed analysis of the data is attempted below.

Table 4.8: Assessing Satisfaction with Non-Job-Related Factors

Scale	HS		S		D		HD	
Principal Components								
1. Well-being	Frq	%	Frq	%	Frq	%	Frq	%
B15. Safety at work place	4	2.8	3	2.1	47	32.4	91	62.8
B16. Health care arrangements	2	1.4	6	4.3	48	34.3	84	60.0
B17. Job security	5	3.4	4	2.7	49	33.3	89	60.5
B18. Team working in your job	2	1.3	4	2.6	49	32.5	96	63.6
B19. Cooperation relationship with management	2	1.3	5	3.3	51	33.3	95	62.1
B20. Work-life balance	1	0.7	9	6.6	57	39	79	54.1
2. Organizational Conditions								
B.14 Working conditions/environment	2	1.4	6	4.3	49	35.3	82	59.0
B21. Human resource policies	2	1.4	12	8.3	50	34.5	80	55.2
B22. Provision of feedback on performance appraisal	5	3.4	10	6.8	59	40.4	72	49.3
B23. Fairness in rewards and sanctions	3	2.0	5	3.4	59	39.9	81	54.7
B24. Participation in decision making	1	0.7	6	4.1	56	38.4	83	56.8
B25. Compensation compared to your work	3	2.1	8	5.5	66	45.5	68	46.9
B26. Transparency and fairness in the provision of training opportunities	3	2.0	7	4.7	67	45.3	71	48.0
3. Rewards and Development								
B9. Financial benefits beyond salary	16	11.1	19	13.2	39	27.1	70	48.6
B10. Provision of promotion	15	10.6	16	11.3	44	31.0	67	47.2
B11. Supervision and leadership styles	11	7.4	6	4.1	53	35.8	78	52.7
B12. Communication and availability of information in your job/at work place	8	5.6	8	5.6	61	43.0	65	45.8
B13. Training and development	9	6.3	9	6.3	53	36.8	73	50.7

Source: SPSS data (2019), and part B of the questionnaire

Key: HS=Highly satisfied, S=Satisfied, D= Dissatisfied, HD=Highly Dissatisfied

Average percent scores derived from Table 9 and summarised in Table 10 indicate that only 1.78% of the respondents were highly satisfied with the wellbeing variables (i.e. component 1), 3.6% was satisfied, 34.13% was dissatisfied while 60.5% was highly dissatisfied.

Table 4.9: Average Percent Scores on the Level of Satisfaction with Non-Job-Related Factors

Principal Components	HS	S	D	HD
1.The well-being factors	1.78	3.60	34.13	60.5
2. Organisational conditions	1.81	5.30	39.00	52.84
3. Rewards and development	1.85	5.34	39.90	52.84

Source: Derived from Table 4.8

From the data, the dissatisfied and highly dissatisfied respondents accounted for 94.18%. Regarding the Organisation condition variables (Component 2), average percent scores show that only 1.81% was highly satisfied, 5.3% was satisfied, 39% was dissatisfied while 52.82% was highly dissatisfied. The combined result (dissatisfied and highly dissatisfied) implies 91.84% of the respondents were dissatisfied with the organisation condition variables. As for the Rewards and Development variables (Component 3), average percent scores (Table 4.9) indicate that only 1.85% of the respondents were highly satisfied, 5.34% was satisfied, 39.9% was dissatisfied while 52.84% was highly dissatisfied. The combined average percent score suggests 92.4% of the respondents were dissatisfied with the rewards and employees' development component.

Only in two variables under this component the respondents recorded the satisfaction rate of at least 10% (Table 4.8): Financial benefits beyond salary (Highly Satisfied

11.1%, Satisfied 13.2%); provision of promotion (Highly Satisfied 10.6%, Satisfied 11.3%). These scores, however, still suggest a very low level of satisfaction since from the combined percent scores, the majority of the respondents were dissatisfied: 75.7% dissatisfied with financial benefits beyond salary and 78.2% dissatisfied with the provision of promotion.

To further make a sense of respondents' dissatisfaction with non-job-related factors, the combined percent scores (dissatisfied and highly dissatisfied) were ranked in a descending order (Table 4.10). The ultimate purpose was to compare the levels of dissatisfaction among the examined non-job-related variables, and to indicate the variables that recorded higher scores of dissatisfaction.

Table 4.10: Ranked Average Percent Scores on Dissatisfaction with Non-Job-Related Factors

Well-being Factors	Organisational Conditions	Rewards & Development
1. Team working (96.1%)	1. Involvement in decision making (95.2%)	1. Information provision (88.8%)
2. Relation with mgt (95.4%)	2. Fairness: rewards & sanction (94.6%)	2. Leadership style (88.5%)
3. Safety at workplace (95.2%)	3. Work environment (94.3%)	3. Training & Development (87.5%)
4. Health care (94.3%)	4. Fairness of compensation (92.4%)	4. Promotion (78.2%)
5. Job security (93.4%)	5. Transparency in training opportunities (92.3%)	5. Benefits outside salary (75.7%)
6. Work-life balance (92.1%)	6. HR policies (89.7%)	
	6. Feedback (89.7%)	

Source: Data computed from Table 4.8

Data in Table 4.10 show that topping the dissatisfaction list under the wellbeing variables was team working (96.1%), followed by cooperation and relationship with management (95.4%), safety at work place (95.2%), health care (94.3%), job security (93.8%) and finally work-life balance (92.1%). Regarding the respondents' dissatisfaction with organisation condition variables, the data (Table 4.10) provide the following results: at the top of the list was participation in decision-making (95.2%),

followed by the quality of work environment (94.3%), transparency and fairness in the provision of training opportunities (93.3%), the provision of feedback and information (89.7%), the human resource policies (89.7%), fairness in rewards and sanctions (84.6%), and compensation compared to work done (84.4%).

The results on respondents' dissatisfaction with the rewards and development variables were as follows: heading the list was communication and availability of information (88.8%), the second was supervision and leadership style (88.5%), the third were training and development opportunities (87.5%), promotion (78.2%), the fourth was dissatisfaction with financial benefits outside/beyond the monthly salary (75.7%).

Comparing the level of dissatisfaction among the 3 components comprising the non-job-related factors, average percent scores computed from Table 4.10 provide the following results: The Wellbeing variables recorded the highest score of dissatisfaction (94.40%); the second highest dissatisfaction score went to variables representing the Organisation conditions component (92.30 %); the variables constituting the Rewards and Development component ranked third in the dissatisfaction scores (83.74%). Overall, the average combined (dissatisfied and highly dissatisfied) percent scores indicate that the job-related factors recorded the highest dissatisfied rating (97.64) that is almost 98% compared to the non-job-related factors that recoded dissatisfaction score of 90.7%. It is concluded that the majority of the respondents (over 90%) were dissatisfied with both job-related and non-job-related factors. To corroborate the above findings, interview and documentary data are presented and discussed next.

During interview, some of the key informants stated that employees at DCC were dissatisfied with too much work load and that they did not like the kinds of tasks they performed in the sense that they were not interesting since they were overly ordinary. Also, the informants referred to the widespread employees' unhappiness with their job ranks that were described as inferior because of delayed promotions alongside the frustration with their inability to perform their jobs effectively, reportedly because of the lack of management support. One of the interviewees representing the non-management staff said:

"...Listen, we have a lot of work to do to the extent that we fail to be properly focused in our jobs. You see... all you do is you touch very briefly here, there and there... and even more work demand keep coming in; in the end you are frustrated as...aaah...you do not really get anything achieved substantially as you would wish..."
(Interview, DCC, September, 2019).

Another respondent from one of the DCC sections was emphatic as he/she expressed the following dismay with regard to the nature and quality and mix of the job tasks:

"...Usually you expect to do the job you are employed to do; but while one is employed here to do IT related work, for example, you will be surprised that the IT specialists are assigned to collect revenue, which they are neither trained in nor have the required experience and expertise;..uuuh..this directly affects their career enjoyment and development..."(Interview, DCC, September 2019).

Interview data did also indicate the respondents' dissatisfaction with inadequacy of career development opportunities at the case study council. During interview, some of the respondents expressed employees' *inferiority-phobia* with regard to their jobs. As revealed during Focus Group Discussion with some employees at DCC, there has been a distorted belief or stereotype among some people in the country that the people employed in local government are those unable to secure best employment in the labour market. This view was expressed by one of heads of department interviewed

“...some of our employees have always sought to find alternative employment elsewhere because of the absurd (Unwarranted), needless stigma attached to employment in local government.

Interview results on dissatisfaction with non-job-related factors are presented next.

Interview responses indicated that the employees were unhappy with many non-job-related variables that clearly relate to the well-being, organisation conditions, also the rewards and development components that have been used to organise the analysis of non-job-related factors in this study. From interview data in Table 4.11, most of the reported dissatisfactions were concerned with deficiencies in employees’ rewards and compensation component: delays in correcting the salary scales paid, salaries paid in less amounts that expected, salaries completely not paid to some employees, delays in payment of arrears for various claims and also a feeling of underpayment compared to the level of effort and labour delivered.

Table 4.11: Interview Responses on Dissatisfaction with Non-Job-Related Factors

Principal Components	Aspects the respondents were dissatisfied with
1. Well-being factors	<ul style="list-style-type: none"> • Relations with management i.e. poor handling of staff as internal customers • Inadequate relations with management-inadequate cooperation • Lack of management support to staff exploited or strangled financially by the unscrupulous loan sharks in Dodoma • Inability to afford daily subsistence needs because of problems in payment of salaries
2. Organisational conditions	<ul style="list-style-type: none"> • Unfair compensation compared to the work done • Inadequacy of tools and office accommodation • Inadequate feedback on and provision of information on staff matters • Lack of transparency in the provision of opportunities for training and development
3. Rewards and employees’ development	<ul style="list-style-type: none"> • Very long delays in correction of salary scales and rates that should be paid to staff • Delays in payments of statutory payments such as leave allowances • Unpaid arrears for various claims • Long delays in the provision of promotion • Some of the employees are completely not paid their monthly salaries • Unexplained changes in salary payments • Employees are not paid the full amounts expected in their monthly salaries • Underpayment in salaries

Source: Interview data (2019)

Interviewees from human resource department suggested that the reported problems with regard to salary management partly had to do with the glitches in the management of the *Lawson* system that is used to manage salaries across Tanzania's public sector. In particular, the interviewees cited the lack of adequate or complete employees' personal information and inadequacy of budget as part of the reasons responsible for the reported delays in effecting the various payments to employees as well as the overdue staff promotion. A senior officer involved in interview had the following to say:

“At times the delays in payments are caused by the lack of adequate funds; there are so many claims and they keep piling up day by day. So, all we do is to pay the debts, starting with the old ones, as the funds become available. Honestly, some of the delays are beyond the authority's control..., we need for instance the budget approval from the higher government authorities. However, I must concede that some of the problems reported are caused by administrative gaps at the council level... that is ourselves as leaders (In a rare admission)” (Interview Data, DCC, September 2019)

The above findings are consistent with suggestions in human resource management literature. For instance, Laack (2017) and Armstrong (2009) refer to the disappointment likely to be felt by the employees if they are not well compensated, they do not enjoy a sense of justice and respect in their handling and if they are unsure about their career development. Trevor-Roberts (2017) argued that career development is essential since it enhances a sense of pride among the employees and promotes employees' engagement in their organisations.

As argued by Abrey and Smallwood (2011), employees are also likely to be unhappy if they find the work environment depressing and also if they find the tasks assigned to them not interesting, not enjoyable and are of inferior status. In this case, job

enrichment and job enlargement have been recommended as among the ways to boost employees' job satisfaction (Brunot, 2019).

At times, organisations may lack sufficient budget or funds to provide a conducive work environment including investing in key services such as training and development, health care, transport, recreation facilities, housing and also the provision of required tools and better pay or compensation. Arguably, some of the employees' services such as training and development, payment of various claims, re-tooling to replace worn out tools or providing the demanded equipment to facilitate and support daily performance and the provision of conducive work environment may require a large budget that may be beyond the reach of the organisation (Berry, 2019). In this case, a minimalist approach to budgeting and expenditure may be used to meet some of the pressing demands in a phased manner. This approach gives the organisation a breathing space in terms of financial burden. It is also a case that organisation resources, notably funds, may fall prey to corruption or may be mismanaged, leading to inability of the organisation to adequately invest in employees' welfare and development (Pohlmann, Bitsch, & Klinkhammer, 2016). At times the 'devil' is not the inadequacy of funds, but how the available funds are used. The next two subsections present, analyse the data collected and discuss findings with respect to the two specific objectives of the study.

4.5.3 Job-Related Factors Determining Employees' Satisfaction

As already stated, the first specific objective of the study was to evaluate the job-related factors determining employees' job satisfaction. The associated research question was *what job-related factors produce employees' satisfaction?*

To address the first specific objective of the study the respondents were asked, using a coded questionnaire, to assess the factors determining their job satisfaction. Specifically, the respondents were asked to rate the importance of each of the seven variables comprising the *work factors* component derived from factor analysis.

Table 4.12: The Work Factors Influencing Employees' Job Satisfaction

Scale	HU		NI		I		HI	
Job Related Actors								
Principal Component								
The Work Factors	Frq	%	Frq	%	Frq	%	Frq	%
C1. Holding high status job	3	1.9	12	7.6	23	14.6	120	75.9
C2. Recognition for well-done job	4	2.5	12	7.4	23	14.1	124	76.1
C3. Doing important responsibilities/tasks	2	1.2	12	7.4	30	18.5	118	72.8
C4. Doing a challenging job	4	2.5	11	6.8	29	17.9	118	72.8
C5. Job achievement/accomplishments	4	2.5	10	6.3	28	17.5	118	73.8
C6. Meeting performance objectives	3	1.8	10	6.1	31	18.8	121	73.3
C7. Attaining growth in the job career	4	2.4	10	6.1	30	18.2	121	73.3

Source: SPSS data (2019), and part C of the questionnaire

HU=Highly Unimportant, NI= Not Important, I= Important, HI=Highly Important

The data in Table 4.12 indicate that all 7 variables were rated so highly, with over 70% scores each in the 'Highly Important' (HI) response category with regard to influencing employees' satisfaction. The following ranked percent scores provide even higher results than presented above, and indicate the comparative rating of the importance of each variable to employees' satisfaction.

Table 4.13: Ranked Percent Scores on the Importance of the Work Factors on Employees' Satisfaction

Component	Score	Rank of the Score
The Work factors		
Meeting performance objectives	92.1	1
Opportunities for career growth/development	91.5	2
Achievement/accomplishments in the job	91.3	3
Doing important/interesting tasks	91.3	3
Doing challenging responsibilities	90.7	4
Holding respectable job status/rank	90.5	6
Recognition for the work done/ performance	90.2	6

Source: Derived from Table 4.12

To determine the importance of individual (specific) work-related variables to employees' satisfaction, the percent scores combining the Important (I) and Highly Important (HI) responses were ranked and presented in a descending order. Results are presented in Table 4.13. From the results, meeting performance objectives topped the responses list (92.1%); in the second place was having opportunities for career development (91.5%); the third place included accomplishments in the job and doing interesting/enjoyable tasks (91.3%); the fourth was doing or holding challenging responsibilities (90.7%); the fifth was having a respectable job rank (90.5%). In the sixth place was the recognition for the work done or accomplishments in the organisation (90.2%). The above combined percent scores suggest that the respondents at the case study authority (Dodoma City Council) rated all 7 work-related variables so highly, with over 90% responses each with regard to their role in employees' satisfaction. It is also observed that the scores on the individual variables (Table 4.13) indicate a very a little difference, with a range of only 1.9 between the highest and lowest scores.

Table 4.14: Variability of Percent Scores on the Importance of Work-Related Variables to Employees' Satisfaction

N	Valid	7
	Missing	0
Mean		90.8429
Median		90.7000
Mode		90.50 ^a
Std. Deviation		.52554
Variance		.276

a. Multiple modes exist. The smallest value is shown

Source: SPSS results, derived from scores in Table 14

The above observation is confirmed by the scores of variability test results (Table 4.14) that indicate a Standard Deviation of 0.5 and Variance of 0.3 which suggest a negligible difference among the respective scores. This finding leads to conclusion that all of the 7 job-related variables (almost) equally influenced employees' job satisfaction.

Table 4.15: Chi-Square Test Results

	Chi-Square Tests		
	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	151.00	1	.000
Continuity Correction	139.346	1	.000
Likelihood Ratio	93.250	1	.000
Fisher's Exact Test			
Linear-by-Linear Association	150.000	1	.000
N of Valid Cases	151		

Source: SPSS results (2019)

To further evaluate the relationship between the job factors and the employee satisfaction, Chi-square test was carried out. The test results are presented in Table 4.15. The Chi-Square test is used to test whether the investigated variables are related

(Zealtin & Anelbach, 2019). The null hypothesis of Chi-square assumes that significant difference does not exist between the investigated variables (Statistics Solutions, Undated). According to the same source, when the computed Chi-Square score is less than the observed table value or less than the value of the determined level of confidence ($\chi^2 < 0.05$ in this study), the null hypothesis of Chi square is accepted and therefore it is concluded that there is no significant difference between variables under investigation. This implies the alternative hypothesis that there exists a significant difference between the observed and expected values is rejected (Research Gate, 2019; Statistics Solutions, Undated).

Since p-value score (0.000) was less than 0.05 (5%) level of confidence set in this study, the result implies that there was no significant difference between employees' satisfaction and the 7 work related factors (Table 4.13); alternatively, the result suggests job satisfaction is related to the job-related variables examined. Thus, from Chi-square result it is concluded that employees' satisfaction is linked to the 7 job-related factors investigated: Meeting performance objectives, having opportunities for career development, accomplishments in the job, doing important and interesting tasks, doing or having challenging responsibilities, holding respectable job rank, and recognition for the work done or performance. Corresponding interview and documentary data are briefly presented and discussed next.

The recorded interview data strongly corroborate the above quantitative results on the job-related factors influencing employees' job satisfaction. A senior officer in the human resource department stated that the employees deeply cared about the availability of opportunities for career advancement so that they could improve their

job ranks and gain the associated respect and pay. According to the informant, the employees at DCC also cared about having important responsibilities and doing interesting tasks. He said:

“Naturally, every employee wants to be in the job that he/she enjoys, and that will be the job that enables her or him use his training and professionalism effectively. The people are at times depressed because they feel they do the jobs that are far low in level compared to their qualifications”. (Interview data DCC, 2019)

Indeed, achieving career growth or advancement is important because it leads to the attainment of high job status via promotion and with it comes commanding high respect and recognition in the organisation and beyond. Moreover, with high status in terms of job rank comes increased pay and other benefits such as having transport and housing allowance that are usually not available to low ranking staff (URT, 2004). Other benefits that come with career advancement include high level of trust from higher organs of the organisation and involvement in key decisions making (Brooks, 2007).

Interview data also turned out evidence suggesting the employees at DCC wished to be seen as able to contribute to their organisation by accomplishing the assigned duties or jobs to the high level and standard possible. In the words of one of the interviewees:

“ As the employees, we are not here to simply to make money; we want to be able to do meaningful job that contributes to the mission of the organisation and also impacting significantly to the well-being of the communities this authority is mandated to serve; but, to achieve these milestones you need to have an enabling environment and adequate management support” (Interview data, DCC, 2019)

The non-management interviewees referred to the significance of recognition of the contributions the employees make to the organisation. They emphatically stated that

given the fact that most of the employees had too many job responsibilities, it would be highly satisfying and fulfilling if the management demonstrated an acknowledgement or appreciation of the contributions, loyalty and commitment of the employees to the jobs, even verbally. Certainly, at times, managers do not need a budget to keep the employees satisfied and motivated. It may take writing an acknowledgement letter to recognise or praise the good deeds, innovation, sacrifice or exemplary effort delivered by an employee or the department as a whole.

The respondents also referred to the significance of empowerment to employees' satisfaction. When probed to clarify this position, the interviewees stated that it is important to grant the employees adequate autonomy to discharge their respective jobs including having some decision making powers unlike being “...*required to wait for someone else to decide...*” even on normal or routine matters. As described by one of the informants,

“...having job autonomy, provides a large measure of job responsibility and this is hugely satisfying”.

Existing research supports the above findings on the job factors leading to employees' satisfaction. NatCen's research (2012) in UK concluded that job satisfaction was strongly linked to employees having and doing a variety of jobs tasks they consider to be interesting; a study by Islam et al., (2012) stressed the importance of the provision of opportunities for career development to keep the employees satisfied and also employees' empowerment; Baylor's (2010) and Agoi's (2016) researches emphasized the importance of providing a conducive environment that helps the employees' achieve or meet the set performance objectives and also accomplish or attain desired milestones or targets in their jobs. The above findings are also consistent with the

findings provided by Pang and Lu's (2018) research that found a strong and positive correlation between job satisfaction and employees' job autonomy. The next subsection addresses the second research objective

4.5.4 Non-Job-Related Factors Determining Employees' Satisfaction

The second specific objective of the study was to analyse the non-job-related factors influencing employees' satisfaction. The accompanying research question was *what non-job-related factors generate employees' satisfaction?* With the help of a coded questionnaire, the respondents were asked to assess the non-job factors influencing employees' job satisfaction at the case study organisation. The results are presented in Table 4.16.

Table 4.16: Non-Job-Related Factors Influencing Employees' Job Satisfaction

NON-JOB-RELATED FACTORS Principal Components	HU		NI		I		HI	
1. Well-being	Frq	%	Frq	%	Frq	%	Frq	%
C15. Good working relation and affection with fellow employees	4	2.5	7	4.4	29	18.1	120	75.0
C16. Participation in decision- making	4	2.5	5	3.1	31	19.5	119	74.8
C17. Feedback on performance appraisal	5	3.0	11	6.5	40	23.8	112	66.7
C18. Flexible working hours	3	1.9	11	6.8	31	19.1	117	72.2
C19. Enabling and supportive supervisors	1	0.6	13	8.1	35	21.7	112	69.6
C20. Good working environment	3	1.8	11	6.6	25	15.1	127	76.5
2. Organisational Conditions	Frq	%	Frq	%	Frq	%	Frq	%
C21. Good communication and availability of information at workplace	3	1.8	11	6.6	23	13.8	130	77.8
C22. Training and development	7	4.4	7	4.4	25	15.6	121	75.6
C23. A safe work environment	1	0.6	7	4.5	25	16.1	122	78.7
C24. Fairness in the provision of training and development opportunities	5	3.2	7	4.4	25	15.8	121	76.6
C25. Affordable and conducive health care	1	0.6	9	5.6	26	16.3	124	77.5
C26. Security of the job	4	2.5	4	2.5	23	14.6	126	80.3
3. Rewards & Development	Frq	%	Frq	%	Frq	%	Frq	%
C09. Having good (reasonable) salary	2	1.2	11	6.8	21	13.0	128	79.0
C10. Provision of other benefits in addition to salary	6	3.6	7	4.2	23	13.3	129	78.2
C11. Fairness in rewards and sanctions	2	1.3	12	7.5	31	19.5	114	71.7
C12. Promotion and of staff treatment with respect	6	3.8	5	3.2	29	18.4	118	74.7
C13. Compensation for the work done	2	1.3	8	5.1	28	17.8	119	75.8
C14. Good working relation with the management	6	3.8	4	2.5	33	21.0	114	72.6

Source: SPSS data (2019), and part C of the questionnaire

Key: HU=Highly Unimportant, NI= Not Important, I= Important, HI=Highly Important

From a bird's eye view, the data in Table 4.16 indicate the responses were highly tilted toward the 'Important' and 'Highly Important' response categories, which suggest the majority of the respondents, rated or considered all non-job-related variables important for their satisfaction at DCC. For instance, the combined percent scores on the well-being variables indicate that while only 11 (6.9%) respondents rated the good working relations with fellow employees as *not important* for employees' satisfaction, 120 (93.1%) respondents rated the same variable as important. Similarly, while only 9 (5.5%) respondents rated participation in decision making as *not important* to job satisfaction, 120 (94.3%) respondents rated the same variable as important. Whereas only 16 (9.5%) respondents rated feedback on performance appraisal as *unimportant* to job satisfaction, 148 (90.5%) rated the same variable as important. While only 14 (8.7%) respondents rated the provision of flexible working hours as *not important* to job satisfaction, 148 (91.3%) respondents regarded the same variable as essential for job satisfaction.

The finding that some respondents rated the variables as not important is not surprising. This is because some employees may respect, consider or rate positively only the aspects that directly relate to or lead to their person gain, such as financial benefits, training opportunities and promotion (Pohlmann, Bitsch, K, & Klinkhammer, 2016). The trend indicating that over 90% of the responses rated the non-job-related variables as important to employees' job satisfaction applies to all variables in all three main analytical components presented in Table 4.17. An attempt was made to rank the responses on the importance of the non-job-related variables. The purpose was to determine the factors the respondents regarded as most influencing employees' job satisfaction.

Table 4.17: Ranked Percent Scores on the Importance of Non-Job-Rated Factors to Employees' Satisfaction

Analytical Components	Score	Rank
1. Well-being Factors		
C16. Participation in decision- making	94.2	1
C15. Good working relation and affection with fellow employees	92.1	2
C20. Good work environment	91.6	3
C18. Flexible working hours	91.3	4
C19. Enabling and supportive supervisors	91.3	4
2. Organisation Condition Factors		
C26. Security of the job	94.6	1
C23. A safe work environment	94.8	2
C25. Affordable and conducive health care	93.8	3
C24. Fairness in the provision of training and development opportunities	92.4	4
C22. Training and development	91.6	5
C21. Good communication and availability of information at workplace	91.2	6
3. Rewards and Development Factors		
C12. Promotion and of staff treatment with respect	94.2	1
C13. Compensation for the work done	93.6	2
C10. Provision of other benefits in addition to salary	93.6	2
C14. Good working relation with management	93.6	2
C11. Fairness in rewards and sanctions	91.5	3
C09. Having good (reasonable) salary	91.2	4

Source: Derived from Table 4.16, and part C of the questionnaire

From the data in Table 4.17 it is observed that the ranked scores on the importance of non-job-related variables to employees' satisfaction indicate a small variability among the examined variables, with a range of 2.9% for wellbeing variables, a range of 2.5% for organisation condition variables, and a range of 3.0% for rewards and development

variables. Using standard deviation and variance tests, further effort was made to determine the variability or the differences among the ranked percent scores on the importance of non-job-related variables to employees' satisfaction. Results are presented in Table 4.18.

Table 4.18: Variability of Precept Scores: Wellbeing, Organisational and Rewards and Development Variables

		Statistics
VAR00001		1. Wellbeing Factors
N	Valid	5
	Missing	0
Mean		91.7000
Median		91.6000
Mode		91.30
Std. Deviation		.43012
Variance		.185
VAR00001		2. Organisation Conditions
Valid		6
Missing		0
Mean		93.0667
Median		93.1000
Mode		91.20 ^a
Std. Deviation		1.54747
Variance		2.395
a. Multiple modes exist. The smallest value is shown		
VAR00001		3. Rewards & Development
N	Valid	6
	Missing	0
Mean		92.6833
Median		92.8000
Mode		93.60
Std. Deviation		1.26873
Variance		1.610

Source: SPSS results (2019), derived from Table 4.17

The above finding that there was a small variability or difference between the ranked percent scores on the importance of non-job-related factors is strongly corroborated by

descriptive statistics presented in Table 4.18. The results indicate values of less than 2.5% for both Standard Deviation (Sd) and Variance (V) scores for the variables in all 3 analytical components: Wellbeing (Sd 0.4, V 0.1), Organisation Conditions Sd 1.5, V0.1) and Rewards and Development (Sd 1.2, V 1.6). These results suggest average standard deviation of 0.1 and average of variance of 1.3 for scores on the importance of non-job- related variables in all 3 analytical components. This finding showing a small variability of the scores implies the respondents considered all non-job-related variables as almost equally important for job satisfaction. Regression analysis for significance of non-job-related factors is presented next.

First, as part of regression analysis, the significance of the (3 components) model of analysis used to analyse the significance of non-job-related factors to employees' satisfaction was tested by using F-test statistics (Anova) at 5% level of significance.

Table 4.19: Testing the Significance of the 3 Components Model

ANOVA						
	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	15.275	2	7.638	9.173	.000
	Residual	109.902	132	.833		
	Total	125.177	134			

Source: SPSS results (2019)

From the results in Table 4.19, it is concluded that the model was statistically significant since its p-value (.000) was less than the level of significance set at 5% (0.05) in this study. However, this model produced significant result only after the elimination of components 2 and 4 (Organisation Conditions and Salary), which

turned to be insignificant in the model, thus making F-test statistics very much insignificant. It is important to note that this does not mean the eliminated variables did not influence employees' satisfaction. It should be recalled that data analysis and discussion presented above have indicated that the majority of the respondents (over 90%) rated the variables in all 3 components of non-job-related factors (Wellbeing, Organisation Conditions, also Rewards and Development) alongside good salary (Component 4 that was eliminated) as important and therefore influenced job satisfaction. Nevertheless, the elimination of the 2 components (Organisation Conditions and Salary variables) suggests very strongly the importance of the Well-being as well as the Rewards and Development factors (i.e. components 1 and 3) to employees' satisfaction.

Table 4.20: T-Test Results

Model	Coefficients			t	Sig.
	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta		
1 (Constant)	.053	.079		.675	.501
Component 1	.171	.077	.181	2.225	.028
Component 3	-.280	.077	-.299	-3.661	.000

Source: SPSS results (2019)

Following the Anova (F-test) results discussed above, regression analysis i.e. the T-test was used to determine the significance of non-job-related variables to employees' satisfaction. Results in Table 4.20 indicate that the statistically significant variables in the model at 5% level of significance were those falling under the Well-being factors and the Rewards and Development factors. This conclusion is reached because their respective P-values of T-test statistics scores were both less (0.028 and 0.000) than the

set level of significance (i.e. 0.05). The variables under organisation conditions that is Component 2 did not produce a statically significant result.

Comparatively, the T test results (see the beta coefficients) slightly put the Well-being variables ahead of the Rewards and Development variables with regard to significance in influencing employees' job satisfaction. This observation is based on the following interpretation of the data in Table 4.20: A unit increase of component1 (Well-being variables) will result into increased employee satisfaction level by 0.171 while a unit increase in component 3 (Rewards and development variables) will result into a decrease in employees' satisfaction level by -0.280.

The similar result is provided by the standardised beta coefficients (Table 4.20): An increase of 0.81 in job satisfaction is obtained for a unit increase in well-being factors, and a -0.299 decrease in job satisfaction comes with a unit increase in rewards and development variables. This comparative analysis, however, does not dismiss the importance of the rewards and development variables to employees' satisfaction. This is because the ensuing or the stated differences in increases and decreases in employee satisfaction for unit increases in both the wellbeing and rewards and development variables are negligible (-0.11 and 0.511 respectively).

From the above results, it is concluded that while the Wellbeing and also the Rewards and Development variables were statistically significant and therefore influenced employees' satisfaction the most, the Organisation Condition variables (i.e. Component 2) that did not come out as statistically significant, were also important in influencing employees' job satisfaction. This is because the foregoing analysis has

indicated that all of the non-job-related variables in all 3 analytical components, the organisation conditions being part, scored over 90% of responses with regard to their importance to employees' job satisfaction. It is also a case that organisation conditions were among the factors with higher levels of dissatisfaction at DCC.

The above findings are consistent with findings by Islam's (2012) study which concluded that factors extrinsic to the job such as fair compensation, paid leave, opportunities for career growth were important for employees' satisfaction. Likewise, Nyambegera and Gicheru's (2016) research found that the provision of conducive work environment, good salary, recognition for performance and a sense of achievement were among the factors influencing employees' satisfaction. Moreover, Abrey and Smallwood (2014) referred to the importance of handling the employees with respects significantly important in influencing employees' satisfaction. The concluding chapter is presented next.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This concluding chapter presents a summary of the study, summary of the findings, and also conclusion and recommendations of the study. It also provides suggestions on areas for further research. Summary of the study is presented first.

5.2 Summary of the Study

The study set out to analyse factors influencing employees' satisfaction using a case study of Dodoma City Council in Tanzania. The study was inspired by the quest to search for factors determining employees' job satisfaction, particularly in the public sector where such studies are rare. The study also sought to contribute to addressing the mystery that barely been resolved by research, which is to determine what actually employees need to be satisfied in their respective jobs. The study was also meant to contribute to knowledge and debate on the factors determining employees' job satisfaction, providing the context of the public sector in Tanzania.

The study had two specific objectives: to evaluate the job-related factors determining employees' job satisfaction and to analyse the non-job-related factors determining employees' job satisfaction. It was guided by the following questions: *What job-related factors produce employees' satisfaction?* and *What non-job-related factors generate employees' satisfaction?* A sample size of 180 respondents was used. The data we recollected by means of interview, questionnaire documentary review. FGD

was used to a limited extent. Qualitative data gathered from interview and documentary review were respectively analysed by using the narrative and content analyses. The relevant descriptive and inferential statistics generated by SPSS programme were used to analyse the questionnaire data.

5.3 Summary of Findings and Conclusion of the Study

The findings of the study indicate the majority of the respondents (over 90%) were dissatisfied with both job-related and non-job-related factors. From the results, the respondents were more dissatisfied with the job-related factors (98% of responses). Dissatisfaction with non-job related was also high (90% of responses). The job-related variables that recorded highest scores of dissatisfactions were: the nature or quality of tasks performed, level of achievements or accomplishment in the jobs, availability of opportunities for career development and current job ranks. The non-job-related factors with higher levels of dissatisfactions were: the extent of team working, relationship with management, and also safety and health care arrangements. The respondents were also highly dissatisfied with the extent of involvement in decision making, fairness in rewards, the quality of work environment, and also the availability of training and development opportunities. They further expressed high dissatisfaction with the provision of information, and complained about the lack of sufficient leadership support. They did also express a deep concern and frustration with the delays in promotion and the payment of various claims alongside unexplained underpayment in salaries. Component-wise, topping the dissatisfaction scoreboard were the well-being factors (94.4%); the organisation conditions followed (92.2%); the third were the rewards and development factors (83.7%).

The findings show that all 7 job-related variables investigated influenced employees' job satisfaction; all factors recorded over 90% of responses in terms of importance. Presented in ranked order from the highest score, they included: Meeting performance objectives, opportunities for career growth, achievements or accomplishments in the job, doing important and interesting tasks, having challenging responsibilities, having respectable job status or rank, and finally management's recognition of the work done. The scores variability between the factors was so small with standard deviation of 0.5 and variance of 0.3 indicating that all 7 job-related variables almost equally influenced employees' job satisfaction.

Regression analysis was used to test the significance of non-job-related variables to employees' job satisfaction. The findings show that the wellbeing and also the rewards and development factors produced statistically significant results since P value of T test ($P=0.000$) was less than the level of significance set at 5% (i.e. 0.05). The respective well-being variables were: Good working relation and affection with fellow employees, participation in decision-making, feedback on performance appraisal, flexible working hours, enabling and supportive supervisors and good working environment. The variables under rewards and development component included: Promotion and treatment of staff with respect, compensation for the work done, provision of other benefits in addition to salary, fairness in rewards and sanctions, having good (reasonable) salary, and lastly good working relation with the management.

The findings also show that even if the organisation condition variables did not produce statistically significant test result, they were rated so highly by the

respondents with over 90% of responses alongside the wellbeing and the rewards and development variables. The respective organisation condition variables were: Security of the job, a safe work environment, affordable and convenient health care, fairness in the provision of training and development opportunities, provision of training and development and also communication and availability of information at the workplace. The variability test results indicating average standard deviation of 0.1 and average variance of 1.3 showed a small difference among the scores on the non-job-related factors influencing employees' satisfaction. This indicates all involved variables were important in employees' satisfaction. From the findings, this study concludes that both job-related and non-job-related factors including wellbeing, organisation conditions and rewards and employees' development factors are important in influencing employees' job satisfaction. The findings conclusion of this study therefore are to some extent opposed to Herzberg's two factor theory that considers the job-related factors simply as the motivators not leading to employees' satisfaction.

5.4 Recommendations

Based on the findings, the study recommends the following: To Dodoma City Council, first, the DCC will be on the right track taking stock of the factors dissatisfying the employees alongside deploying necessary action to get rid of the respective dissatisfies. Second, the council will be of service to employees if it introduces or embraces practices some of which do not require a budget to promote employees' job satisfaction, such as fairness in rewards and handling employees with respect and empathy. Third, the case study council will likely make big leap in

promoting employees' satisfaction by providing a mix of job-related and non-job-related entitlements. Fourth, the Council will likely realise employees' satisfaction by including in its annual budget the provisions that support the employees' job satisfaction, such as facilitating paid leaves, supporting career progression, improving the work environment in terms of the provision of conducive office space, infrastructure to support recreation, providing clean workplace environment and also the provision of the tools the employees' need to do their jobs. Fifth, it is important that the Council works to clear all valid claims and seeing to it all glitches relating to payment of salaries resolved. It is also important for supervisors to develop a habit of recognizing the good work done by employees, even if verbally or in writing. They may also try introducing job rotation (whenever possible) and also strive to learn from employees about what would make the tasks they perform more interesting and gratifying. DCC also can also adopt governance practices that help to engender employees' job satisfaction, such as making them know they are important and highly valued. It can also entail adopting an open-door policy for employees to air they concerns and finding redress whenever they are aggrieved. The authority also can also put in place mechanisms to ensure the presence of good information flow and sharing. It is also important the Council demonstrates total commitment to using the CBG from central government to promote employees' accomplishments in their daily tasks and also career development.

To the central government: The higher government authorities (Presidents Office, Regional Administration and Local Government abbreviated as TAMISEMI in Kiswahili language) may consider providing enhanced support to strengthen the

capacity of DCC in revenue collection alongside supervision of expenditure. This will enable the authority to have financial strength to support the provision of various job-related and non-job-related entitlements to employees.

5.5 Implications to HRM Practice, Policy and Contribution to Theory

This study is a humble contribution to human resource management practice since it highlights the question of employees' satisfaction that is often given 'the backyard seat' among the priorities of organisations (Basic Research, 2019). It cautions managers to refrain from regarding their employees as merely the people who desperately need their jobs. Managers holding such attitude are unlikely to create healthy industrial relations or invest in improving the wellbeing of employees. The consequences may be dire: inability to attract the best human capital, failure to attain business objectives and even triggering a chaotic and conflict-prone workplace. The study also reminds leaders in organisations, the case study organisation included, paying out most attention to employees' satisfaction because of its potential in improving productivity and employees' commitment to organisational objectives.

This implies managers and supervisors need to do away with a tendency to simply see the workforce as constituting the people who must do their jobs since they are on a monthly payroll. As noted above, such attitude can be costly. The findings of this research also contribute to knowledge on the factors influencing employees' job satisfaction in the selected local government authority (DCC) in Tanzania. It highlights the job and non-job-related factors that may potentially influence employees' satisfaction. It is also a humble contribution to social science research

because it provides some findings on employees' job satisfaction in the context of Tanzania's public sector that remains less researched.

Policy wise, the study serves to persuade Dodoma City Council and indeed other local government authorities across the country to pay due attention to matters likely to enhance employees' job satisfaction. These authorities need to positively regard the employees as the source of productivity and improved delivery of the public services. They, therefore, need to ensure among other priorities the human resource policies and practices they espouse include aspects that deliver or promote employees' job satisfaction. The study also serves as an advice to the case study local authority (DCC) and other local government authorities across the country to re-think or review their human resource management practices to ensure they are in tune with employees' satisfaction.

Regarding the contribution to theory, first, the findings have overwhelmingly (over 90% of responses) indicated that both job-related and non-job-related factors are important to (and do influence) employees' job satisfaction. This revelation somewhat contradicts the Herzberg's Two Factor Theory that considers the job-related factors (factors Intrinsic to the job) merely as motivators, which do not lead to job satisfaction. It also contradicts studies such as Senanayake & Gamage's (2017) that have come up with recommendations that emphasise job-related factors and almost belittling the role of non-job-related factors.

Second, despite the observed contradictions, the findings largely confirm the Herzberg's two-factor theory and other theories informing this study: The finding that

the wellbeing, organisation conditions and also the rewards and development variables do influence employees' job satisfaction are akin to Herzberg's two-factor theory that refers to the same variables as hygiene factors or the satisfiers; the findings are in concord with the Maslow's hierarchy of needs theory that refers to the same variables as human needs. Likewise, the findings are also consistent with (and confirm) the expectancy and equity theories that refer to the need for fair compensation and treatment of employees, and also the goals setting theory that refers to the need for employees' engagement and involvement as essential for employees' job satisfaction.

5.6 Directions for Further Research

The study recommends further research to be conducted in the following areas: First, research needs to be carried out to determine factors influencing employees' job satisfaction by gender, age, level of education, and even work experience in terms of the duration of service. Such research may potentially lead to more understanding of the factors determining employees' job satisfaction in Tanzania's public sector. Second, research on the factors determining employees' job satisfaction needs to be carried in other local government authorities to gather more experiences and robust evidences that may inform policy and practice on employees' job satisfaction in the local government authorities across the country. Third, studies are required to examine human resource management practices in various sectors such as banking, telecom, justice administration inter alia and find out how the respective practices affect employees' satisfaction. It is also imperative to conduct research to assess the measures and even policies adopted in the public sector to enhance employees' job satisfaction. Studies can also be carried out to determine the influence of

organisational culture on employees' satisfaction. Collectively, such studies will likely provide a broad-based knowledge on what managers (and employees) can or ought to do to achieve employees' job satisfaction.

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APPENDICES

Appendix 1: Interview Guide: Interview with Members of Management and Other Selected Key Informants on Factors for Employees' Job Satisfaction

Part A: Assessing Employees' Satisfaction with their Jobs

- i. Management's impression of the extent of employees' satisfaction with their jobs
- ii. Extent of employee lateness and absenteeism at work
- iii. Extent of labour turn over and reasons for leaving the organisations other than natural reasons

Part B: Searching the Factors for Employees' Satisfaction with their Jobs

- i. The things employees frequently ask from their supervisors with regard to their jobs
- ii. Matters employees' raise in the workers' meetings
- iii. Matters employees mostly raise during meetings between employees and the council's management with regard to their employment

Part C: Understanding Causes of Employee Dissatisfaction in their Jobs

- i. The aspects employees mostly and always complain about
- ii. Matters employees mostly post in the suggestion boxes and complaint registers

Part D: Management Response to Improve Employees' Job Satisfaction

- i. Policies in place to enhance workers' satisfaction with their jobs
- ii. Actions the management takes to address causes of employees' job dissatisfaction
- iii. Practices the management wishes to introduce to enhance employees' job satisfaction

Appendix 2: Questionnaire: Searching for Factors for Employees' Job Satisfaction

Dear respondent,

I am Scholastica, T. Abraham pursuing master degree studies in human resource management at the Open University, Tanzania. As part of the study programme, I am currently conducting a research on *factors for employees' satisfaction at Dodoma City Council*. As such I humbly request your support in this research effort by filling and returning to me the attached questionnaire. Be assured of your anonymity that your identity will not be disclosed in any way and that your participation in this research is voluntary, based on your consent. Also, be assured that the information you provide in the questionnaire will only be used for academic and policy purposes. Kindly respond to all questions in all three parts: A, B, and C.

Thank you so much for your cooperation.

A. Personal particulars of the respondent

Please tick or cycle the right answer.

- i. Your Gender: 1. Male, 2. Female
- ii. Marital Status: 1. Married, 2. Single
- iii. Age: 1. 20-30, 2. 30-40, 3. 40-50, 4. Above 50 years
- iv. Work Experience: 1. 1-5 years, 2. 5-10 years, 3. Over 10 years
- v. Level of Education: 1. Primary, 2. Secondary, 3. First Degree, 4. Masters, 5. PhD.

B. Level of satisfaction with the job (Please tick or cycle the right box)

HS=Highly Satisfied, S=Satisfied, SS= Somewhat Satisfied, D=Dissatisfied, HD=Highly Dissatisfied

Questions on job related factors	HS	S	SS	D	HD
1. How satisfied are you with your current job?					
2. How do you rate the level satisfaction with your job rank/status					
3. How satisfied are you with the level (and mix) responsibilities in your job?					
4. How satisfied are you with your accomplishments in your job?					
5. How do you rate the level of satisfaction with your					

progress in your career?					
6. How satisfied are you with the opportunities for growth or progression in your job?					
7. How satisfied are you with the recognition i.e. acknowledgement for your service and duties in your organisation?					
Questions on non- job- related factors					
8. How do you rate the level of satisfaction with your salary?					
9. How satisfied are you with the compensation or other payments beyond salary?					
10. How satisfied are you with the provision of promotion in your job?					
11. How are you satisfied with the style of supervision and leadership in your job?					
12. How do you rate your satisfaction with communication and availability of information in your job/organisation?					
13. How satisfied are you with training and development opportunities in your job?					
14. How satisfied are you with the working environment/conditions in terms of the availability of conducive i.e. adequate office with internet, decent furniture, adequate light and ventilation, also availability of equipment needed in your job and also cleanliness of office and surroundings?					
15. How satisfied are you with the safety at your work place?					
16. How satisfied are you with health care arrangements and availability at your workplace?					
17. How satisfied are you with the security of your job?					
18. How satisfied are you with team working in your job?					
19. How satisfied are you with the cooperation with working relationship or cooperation with the management?					
20. How satisfied are you with the work-life balance?					
21. How satisfied are you with manpower policies, such as the provision of paid annual leave, maternity/paternity leave, and overtime pay?					
22. How satisfied are you with the provision of feedback on your performance appraisal?					
23. How satisfied are you with fairness in rewards and sanctions? Is everyone treated fairly in accordance to rules and regulations and transparently when it comes to payment and also in					

sanctions(punishment)?					
24. How satisfied are you with employee participation in decision making?					
25. How satisfied are you with the compensation compared to your work?					
26. How satisfied are you with transparency in the provision of employee development opportunities?					

C. Importance of Factors for Employee Satisfaction with the Current Job

Using a scale of 1 to 5 please rate the relative/comparative importance of all of the listed factors to your job satisfaction

Scores	1	2	3	4	5
<i>Rating</i>	Highly Unimportant	Not Important	Somewhat Important	Important	Highly Important
1. Holding high status job rank					
2. Recognition for your service and duties and for well-done job and even sacrifice in your organisation					
3. Having important responsibilities and tasks					
4. Doing challenging tasks					
5. Achievement/ accomplishment in the job					
6. Meeting the set performance objectives					
7. Attaining growth in the job carrier					
8. Having opportunity for growth, career progression/advancement in the job					
9. Having good or reasonable salary to meet basic human needs					
10. Presence of other payments salary such as overtime, transport and other benefits					
11. Fairness in pay and sanctions that is everyone treated in accordance to the prevailing rules and regulations					
12. Meeting expectations in promotions and treatment					

with respect					
13. Compensation for the work done					
14. working relation with management					
15. Good working relation and affection with fellow employees					
16. Participation in decision making, participatory leadership					
17. Feedback on performance appraisal					
18. Flexible working hours					
19. Enabling and supportive supervisors					
20. Good working environment					
21. Good communication and availability of information					
22. Having training and development opportunities					
23. A safe work environment					
24. Transparency and fairness in the provision of training and development opportunities					
25. Access to affordable and conducive health care					
26. Secured job security					
27. Team working					
28. Good manpower policies i.e. the provision of paid annual leave, maternity/paternity leave, and					
29. Good retirement package					
30. Opportunity for reporting complaints					
31. Having fair and fast redress for grievances					

Please state any other factors not captured above that crucially determine your job satisfaction.

Thank you for your responses

Appendix 3: Assessing Factors Influencing Employees' Satisfaction

Scale	HU		NI		I		HI	
	Frq	%	Frq	%	Frq	%	Frq	%
A JOB-RELATED FACTORS								
C1. Holding high status job	3	1.9	12	7.6	23	14.6	120	75.9
C2. Recognition for well-done job or contribution in the job or organization	4	2.5	12	7.4	23	14.1	124	76.1
C3. Having important responsibilities and performing important tasks	2	1.2	12	7.4	30	18.5	118	72.8
C4. Doing a challenging job	4	2.5	11	6.8	29	17.9	118	72.8
C5. Achievement/accomplishments in the job	4	2.5	10	6.3	28	17.5	118	73.8
C6. Meeting the set performance objectives	3	1.8	10	6.1	31	18.8	121	73.3
C7. Attaining growth in the job career	4	2.4	10	6.1	30	18.2	121	73.3
C8. Opportunities for career progression	2	1.2	10	6.1	27	16.5	125	76.2
NON-JOB-RELATED FACTORS								
C9. Having good (reasonable) salary	2	1.2	11	6.8	21	13.0	128	79
C10. Provision of other benefits in addition to salary	6	3.6	7	4.2	23	13.3	129	78.2
C11. Fairness in rewards and sanctions	2	1.3	12	7.5	31	19.5	114	71.7
C12. Promotion and of staff treatment with respect	6	3.8	5	3.2	29	18.4	118	74.7
C13. Compensation for the work done	2	1.3	8	5.1	28	17.8	119	75.8
C14. Good working relation with the management	6	3.8	4	2.5	33	21.0	114	72.6
C15. Good working relation and affection with fellow employees	4	2.5	7	4.4	29	18.1	120	75.0
C16. Participation in decision- making	4	2.5	5	3.1	3`	19.5	119	74.8
C17. Feedback on performance appraisal	5	3.0	11	6.5	40	23.8	112	66.7
C18. Flexible working hours	3	1.9	11	6.8	31	19.1	117	72.2
C19. Enabling and supportive supervisors	1	0.6	13	8.1	35	21.7	112	69.6
C20. Conducive working environment	3	1.8	11	6.6	25	15.1	127	76.5
C21. Goof communication and availability of information at workplace	3	1.8	11	6.6	23	13.8	130	77.8
C22. Training and development	7	4.4	7	4.4	25	15.6	121	75.6
C23. A safe work environment	1	0.6	7	4.5	25	16.1	122	78.7
C24. Fairness in the provision of training and development opportunities	5	3.2	7	4.4	25	15.8	121	76.6
C25. Affordable and conducive health care	1	0.6	9	5.6	26	16.3	124	77.5
C26. Security of the job	4	2.5	4	2.5	23	14.6	126	80.3
C27. Team working	4	2.5	7	4.4	19	12.0	128	81.0
C28. Friendly manpower policies	5	3.2	6	3.9	20	12.9	124	80.0
C29. Good retirement package	5	3.2	4	2.5	17	10.8	132	83.5
C30. Opportunity for reporting complaints	3	1.9	5	3.2	33	21.4	113	73.4
C31. Fair and effective grievance redress system	2	1.3	5	3.1	35	22.0	117	73.6

Source: SPSS data set (2019), and part C of a questionnaire.

HU=Highly Unimportant, NI= Not Important, I= Important, HI=Highly Important

Appendix 4: Permit to Collect Data at DCC

**JAMHURI YA MUUNGANO WA TANZANIA
HALMASHAURI YA JIJI LA DODOMA
(Barua zote zipelekwe kwa Mkurugenzi wa Jiji)**

MKOA WA DODOMA
Tel.: 2354817
Fax: 2354817/ 2321550



Ofisi ya Mkurugenzi wa Jiji,
S.L.P. 1249,
DODOMA.
Barua pepe: cd@dodomacc.go.tz

Unapojibu tafadhali taja:

Kumb Na. HMD/I.10/6/174

Tarehe: 20 Agosti, 2019

Wakuu wa Idara/Vitengo,
Halmashauri ya Jiji,
S.L.P 1249,
DODOMA

YAH: KIBALI CHA UTAFITI/KUKUSANYA TAARIFA

Husika na somo tajwa hapo juu.

Namtambulisha kwenu **NDG. SCHOLASTICA TIBITHA ABRAHAM** ambaye ni mwanafunzi kutoka **Chuo Kikuu Huria Tanzania**, amekuja kufanya Utafiti/kukusanya taarifa za kimasomo katika Halmashauri ya Jiji la Dodoma. Utafiti huo unahusu, **"FACTORS INFLUENCING EMPLOYEES JOB SATISFACTION"**. Utafiti huo utachukua muda wa wiki mbili kuanzia tarehe **21 Agosti, 2019** hadi tarehe **10 Septemba, 2019**.

Kwa barua hii, naomba apokelewe na kupatiwa ushirikiano ili aweze kufanikisha utafiti wake kama ilivyoelezwa hapo juu.

Ahsante.

Neema Makinda
**Kny: MKURUGENZI WA JIJI
DODOMA**

**KNY. MKURUGENZI WA
MANISPAA DODOMA**

Nakala: Mkurugenzi wa Jiji
DODOMA.

- Aione ndani ya jalada

Mkuu wa Chuo,
Chuo Kikuu Huria,
TANZANIA

Ndg. Scholastica T. Abraham,

FIGURES



Figure 2.2: Map of Tanzania Indicating International Boundaries and Regions Including the Region of Dodoma Region where the Case Study City Council is Located

Source: Wikipedia (2019)

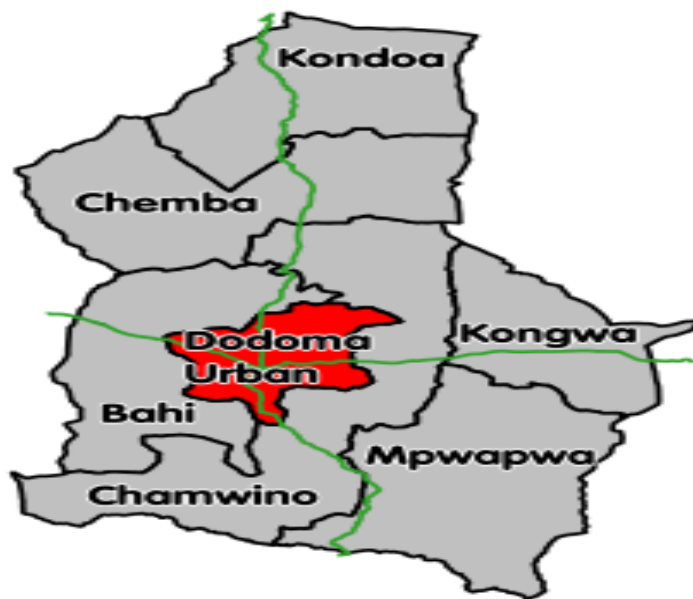


Figure 2.3: Geographical Boundaries of Dodoma City (Dodoma Urban)

Source: Wikipedia (2019)



Figure 2.4: Photograph Indicating of Dodoma City Centre and Part of its Surrounding Areas in the Background

Source: Kamagi (2018).

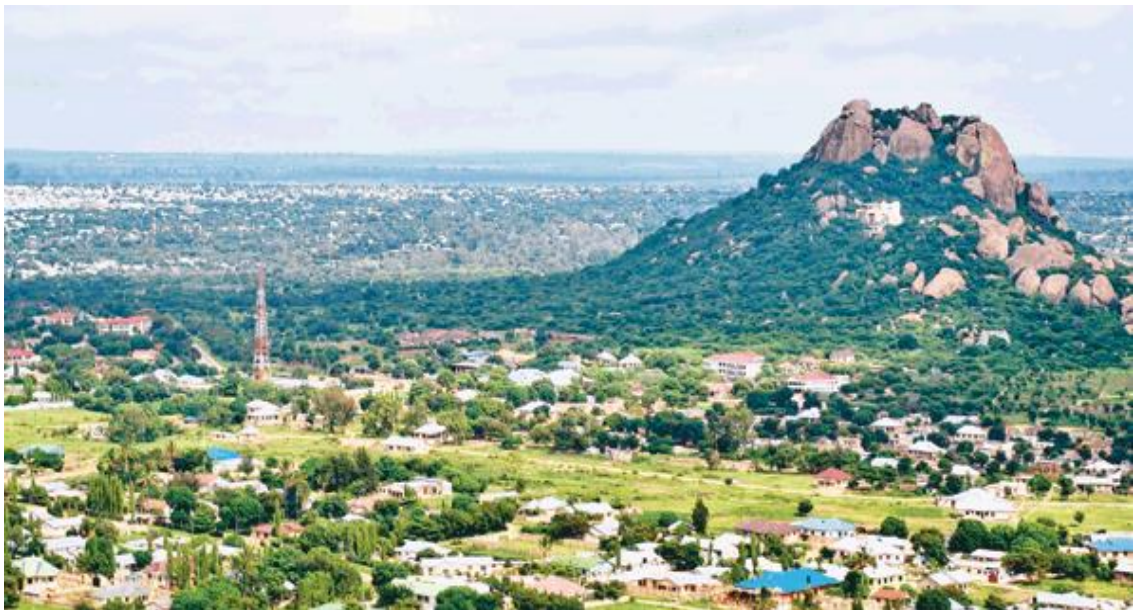


Figure 2.5: Photograph Indicating Dodoma City Business and Residential Areas

Source: Citizen (2017).