**IMPACT OF JOB SATISFACTION ON EMPLOYEE PERFORMANCE AT PUBLIC ORGANIZATIONS IN TANZANIA: A CASE OF UWASA TANGA**

**PETER MASANJA**

**A DISSERTATION SUBMITTED IN PARTIAL FULFILMENT OF THE REQUIREMENTS FOR THE DEGREE OF MASTER OF BUSINESS ADMINISTRATION (MBA)**

**DEPARTMENT OF FINANCE AND ACCOUNTING**

**OF THE OPEN UNIVERSITY OF TANZANIA**

**2021**

# CERTIFICATION

The undersigned certifies that he has read and hereby recommends for acceptance by the Open University of Tanzania a dissertation titled; “Impact of job satisfaction on employee performance at Tanga Uwasa” in partial fulfilment of the requirements for the Degree of Masters of Business Administration of the Open University of Tanzania.

………………………………………

Dr. Chacha A Matoka

(Supervisor)

……………………………………

Date

# COPYRIGHT

No part of this dissertation may be reproduced, stored in a retrieval system or transmitted in any form or by any means, electronic, mechanical, photocopying, recording or otherwise without the prior permission of the author or the Open University of Tanzania in that behalf.

# DECLARATION

I, Peter Masanja declare that, the work presented in this dissertation is original. It has never been presented to any other University or Institution. Where other people’s works have been used, references have been provided. It is in this regard that I declare this work as originally mine. It is hereby presented in partial fulfillment of the requirement for the Degree of Master of Business Administration (MBA).

…………………………….

Signature

…………………………….

Date

# DEDICATION

This work is dedicated to my beloved wife Vaster Morohan and my daughter Editha Masanja.

**ACKNOWLEDGEMENTS**

First and foremost, I am very grateful to those who provided me with professional assistance during the writing of my dissertation. In a remarkable way, I extend my sincere gratitude to my supervisor, Dr. Chacha Matoka for his continuous support and guidance throughout this study. Above all, he deserves my appreciation for his encouragement, moral and technical support. May God provide him all he desires.

Similarly, I would like to thanks my MBA class colleague for their encouragement, comments and constructive criticism that contributed much in the completion of my study. I will never forget my lovely wife and children for their moral support and encouragement during the course work and dissertation phase of my studies. I am very grateful to express my sincere appreciation to Tanga Uwasa managing Director, Head of departments and employees who spared much time and cooperated with me during the field work. Their valuable contribution and advice helped me not only to accomplish this study, but also to come up with the expected standards.

Lastly Iam indebted to all employees and to all research assistants Safiel Furaya who participated in this study, without their valuable contributions this study could not have been achieved. It is not possible to mention everyone but I real thank them all.

**ABSTRACT**

The study assessed the impact of job satisfaction on employee performance in Public Organizations: A Case of Tanga Urban water supply in Tanga. The study was guided by five specific objectives; to assess the effect of job satisfaction on employee performance, to determine the effect of compensation on employee performance, to determine the effect of job security on employee performance, to examine the effect of relationship with supervisor on employee job performance and to determine the effect of opportunity for training on employee performance. Quantitative approach was used. The study involved a sample of 180 respondents, who were randomly selected. Regression analysis and descriptive statistics were used to analyze the data. The findings revealed that majority 76 (76%) of the respondents were satisfied with their job. The observed high percentage of employee satisfaction associated with entitlement overtime payment, promotion, and job security. This signifies that employee performance affected by job satisfaction. The study findings further revealed that majority of employee were in agreement that they their performance is highly affected by the nature of compensation offered by the organization unlike few respondents who disagreed that their performance was not affected by compensation. To add the study findings indicated positive significant relationship between compensation and employee performance with 1.001. Ultimately, the study recommends that, Tanga Uwasa should care on enhancing the level of job satisfaction of their employees in areas f compensations, employees’ job security, relationships with supervisor as well as training factors so as to motivate them to attain higher performance.

Keywords: *Tanga Uwasa, Employee Performance, Job Satisfaction, Organisation.*

TABLE OF CONTENTS

[**CERTIFICATION ii**](#_Toc75968628)

[**COPYRIGHT iii**](#_Toc75968629)

[**DECLARATION iv**](#_Toc75968630)

[**DEDICATION v**](#_Toc75968631)

[**ACKNOWLEDGEMENTS vi**](#_Toc75968632)

[**ABSTRACT vii**](#_Toc75968633)

[**TABLE OF CONTENTS viii**](#_Toc75968634)

[**LIST OF TABLES xv**](#_Toc75968635)

[**LIST OF FIGURES xx**](#_Toc75968637)

[**LIST OF ABBREVIATIONS AND ACRONYMS xxi**](#_Toc75968638)

[**CHAPTER ONE 1**](#_Toc75968639)

[**INTRODUCTION 1**](#_Toc75968640)

[1.1 Overview 1](#_Toc75968641)

[1.2 Background of the Study 1](#_Toc75968642)

[1.3 Statement of the Problem 4](#_Toc75968643)

[1.4 Research Objectives 6](#_Toc75968644)

[1.5 Specific Objectives 6](#_Toc75968645)

[1.6 Research Questions 7](#_Toc75968646)

[1.7 Significance of the Study 7](#_Toc75968647)

[1.8 Organization of the Study 8](#_Toc75968648)

[**CHAPTER TWO 9**](#_Toc75968649)

[**LITERATURE REVIEW 9**](#_Toc75968650)

[2.1 Overview 9](#_Toc75968651)

[2.2 Definition of Term and Key Concept 9](#_Toc75968652)

[2.2.1 Job Satisfaction 9](#_Toc75968653)

[2.2.2 Employee Performance 9](#_Toc75968654)

[2.2.3 Tanga Uwasa 10](#_Toc75968655)

[2.3 Review of Theories 10](#_Toc75968656)

[2.3.1 Maslow's Hierarchy of needs Theory 10](#_Toc75968657)

[2.4 Empirical Review 13](#_Toc75968659)

[2.4.1 Global Context 13](#_Toc75968660)

[2.4.2 African Context 16](#_Toc75968661)

[2.4.3 Tanzania Context 19](#_Toc75968662)

[2.5 Research Gap 23](#_Toc75968663)

[2.6 Conceptual Framework 24](#_Toc75968664)

[**CHAPTER THREE 26**](#_Toc75968668)

[**RESEARCH METHODOLOGY 26**](#_Toc75968669)

[3.1 Overview 26](#_Toc75968670)

[3.2 Research Philosophy 26](#_Toc75968671)

[3.3 Research Approach 26](#_Toc75968672)

[3.4 Research Design 27](#_Toc75968673)

[3.4.1 Case Study Research Design 27](#_Toc75968674)

[3.4.2 Area of the Study 28](#_Toc75968675)

[3.4.3 Population of the Study 28](#_Toc75968676)

[3.5 Sample and Sampling Techniques 29](#_Toc75968678)

[3.5.1 Sample of the Study 29](#_Toc75968679)

[3.5.2 Sampling Technique 30](#_Toc75968681)

[3.5.3 Stratified Random Sampling 30](#_Toc75968682)

[3.5.4 Purposive Sampling 31](#_Toc75968683)

[3.6 Data Collection Methods 31](#_Toc75968684)

[3.6.1 Questionnaire 32](#_Toc75968685)

[3.7 Data Analysis 32](#_Toc75968686)

[3.8 Data Cleaning and Processing 33](#_Toc75968687)

[3.9 Regression Model 33](#_Toc75968688)

[3.10.1 Linearity Assumption 34](#_Toc75968689)

[3.10.3 Outlier Assumption 35](#_Toc75968690)

[3.10.4 Homoscedasticity Assumption 35](#_Toc75968691)

[3.11.5 Multicollinearity Assumption 36](#_Toc75968692)

[3.10 Validity 36](#_Toc75968693)

[3.11 Reliability 36](#_Toc75968694)

[3.12 Ethical Consideration 36](#_Toc75968695)

[**CHAPTER FOUR 38**](#_Toc75968696)

[**FINDINGS AND DISCUSSION 38**](#_Toc75968697)

[4.1 Overview 38](#_Toc75968698)

[4.2 Demographic Characteristics of the Employees 38](#_Toc75968699)

[4.2.1 Age of the Respondents 38](#_Toc75968700)

[4.2.2 Gender of the Respondents 39](#_Toc75968702)

[4.2.3 Marital Status of the Respondents 40](#_Toc75968704)

[4.2.4 Respondents Education Background 40](#_Toc75968706)

[4.2.5 Respondents Working Experience 41](#_Toc75968708)

[4.3 Effect of Job Satisfaction on Employee Performance 42](#_Toc75968710)

[4.4 Effect of Compensation on Employee Performance 45](#_Toc75968716)

[4.5 Effect of Job Security on Employee Performance 52](#_Toc75968727)

[4.6 Effect of Relationship with Supervisors on Employee Performance 58](#_Toc75968740)

[4.7 Effect of Training on Employee Performance 62](#_Toc75968752)

[4.8 Discussion of the Findings 85](#_Toc75968793)

[4.8.1 Effect of Job Satisfaction on Employee Performance 85](#_Toc75968794)

[4.8.2 Effect of Compensation on Employee Performance 86](#_Toc75968795)

[4.8.3 The Effect of Job Security on Employee Performance 87](#_Toc75968796)

[4.8.4 The effect of Relationship with Supervisor on Employee Performance 88](#_Toc75968797)

[4.8.5 The Effect of Opportunity Training on Employee Performance 89](#_Toc75968798)

[**CHAPTER FIVE 91**](#_Toc75968799)

[**SUMMARY, CONCLUSION AND RECOMMENDATIONS 91**](#_Toc75968800)

[5.1 Introduction 91](#_Toc75968801)

[5.2 Summary of the Main Findings 91](#_Toc75968802)

[5.3 Conclusion 93](#_Toc75968803)

[5.4 Recommendation 93](#_Toc75968804)

[5.4.1 Recommendations for Action 94](#_Toc75968805)

[5.4.2 Recommendation for Policy Makers 94](#_Toc75968806)

[5.4.3 Recommendation for Further Studies 94](#_Toc75968807)

[**REFERENCE 95**](#_Toc75968808)

[**APPENDICES 101**](#_Toc75968809)

**LIST OF TABLES**

[Table 3.1: Tanga UWASA Population 29](#_Toc75968677)

[Table 3.2: Composition of Sample 30](#_Toc75968680)

[Table 4.2: Respondents Working Experience 41](#_Toc75968709)

[Table 4.3: Respondents State of Status of Job Satisfaction 42](#_Toc75968711)

[Table 4.4: Received entitled Overtime Payment on Time 43](#_Toc75968712)

[Table 4.5: Promotion Provided to Employee 43](#_Toc75968713)

[Table 4.6: Co-working Habit 44](#_Toc75968714)

[Table 4.7: Job Security 44](#_Toc75968715)

[Table 4.8: The Organization offers Health Insurance Compensation to Employee 45](#_Toc75968717)

[Table 4.9: The Organization is Highly Provided Annual Leave Compensation to every Employee 46](#_Toc75968718)

[Table 4.10: Employee offered with Maternity leave Compensation as Means of Improving Performance 46](#_Toc75968719)

[Table 4.11: Organization provide Compensation in Term of Merit pay for the Best Employee 47](#_Toc75968720)

[Table 4.12: The Organization provide Compensation in Terms of Office and Parking 48](#_Toc75968721)

[Table 4.13: The Organization Compensate their Employee through Profit Shearing 48](#_Toc75968722)

[Table 4.14: The Package of Compensation are well managed by the Managing Director 49](#_Toc75968723)

[Table 4.15: Compensation helps to Improve Employee Performance 50](#_Toc75968724)

[Table 4.16: Incentive Pay Helps to Improve Employee Performance 50](#_Toc75968725)

[Table 4.17: Correlation between Compensation and Employee Performance 51](#_Toc75968726)

[Table 4.17: Job Security helps the Organization to Attract and Retain Talent 52](#_Toc75968728)

[Table 4.18: Job Security Enhanced Improvement of Employee Performance 52](#_Toc75968729)

[Table 4.19: The Organization Commitment to Maintain Job Security 53](#_Toc75968730)

[Table 4.20: Job Security Enables Employee to Establish Communication with Managing Director 54](#_Toc75968731)

[Table 4.21: Stability of Job Security at any Work helps Employee to be Creative and Innovative 54](#_Toc75968732)

[Table 4.22: I am Excited to Come to Work Every Day at the Organization 55](#_Toc75968733)

[Table 4.23: The absence of Job Security made Employee to think of Searching for a New Job in other Organization 56](#_Toc75968734)

[Table 4.24: I Engage Actively in Matters Concerning the Running of this Organization 56](#_Toc75968735)

[Table 4.25: I see Myself Working for this Organization in the Long Run 57](#_Toc75968736)

[Table 4.26: Correlation of Job Security and Employee Performance 57](#_Toc75968737)

[Table 4.27: Team Work Spirit helps to Reduce Absenteeism in Working Place 58](#_Toc75968741)

[Table 4.28: The Organization Behavior of Feedback and Involvement in Decision Making 58](#_Toc75968742)

[Table 4.29: Good Internal Communication Contribute to the Increase of Professional Skills 59](#_Toc75968743)

[Table 4.30: There is Good Means of Sharing Information among Employee 60](#_Toc75968744)

[Table 4.31: There is a Culture of Co-Working within the Department and Managing Director 60](#_Toc75968745)

[Table 4.32: Handling Employee Opinion during Meeting with Head of Departments 61](#_Toc75968746)

[Table 4.33: I Feel free to Talk Openly and Honestly to my Manager 61](#_Toc75968747)

[Table 4.3: Summary of Correlation Analysis on Relationship with Supervisor on Employee Performance 62](#_Toc75968748)

[Table 4.33: Employee offered with Technical Training 63](#_Toc75968753)

[Table 4.34: The Company provide Employee with Quality Training 63](#_Toc75968754)

[Table 4.35: The Organization offers Employee with Skills training 64](#_Toc75968755)

[Table 4.36: There is Professional Training 64](#_Toc75968756)

[Table 4.37: The Organization Provides Employee with Safety Training 65](#_Toc75968757)

[Table 4.38: Employee Training helps Organization to Improve the Productivity 65](#_Toc75968758)

[Table 4.39: Training helps the Organization to Increase Employee Retention 66](#_Toc75968759)

[Table 4.40: Training helps the Employee to Increase their Creativity and Innovation 66](#_Toc75968760)

[Table 4.41: Internal Consistence of item Analysis on Effect of Job Satisfaction on Employee Performance 67](#_Toc75968761)

[Table 4.42: Inter-Item Correlation Matrix 68](#_Toc75968762)

[Table 4.43: Item Analysis on effect of Compensation on Employee Performance 69](#_Toc75968768)

[Table 4.44: Inter- Item correlation Matrix on the Effect of Compensation on Employee Performance 70](#_Toc75968772)

[Table 4.45: Item Analysis on Effect Job Security on Employee Performance 72](#_Toc75968773)

[Table 4.46: Inter-Item Correlation Matrix 73](#_Toc75968774)

[Table 4.47: Item Analysis on Effect of Relationship with Supervisor on Employee Performance 76](#_Toc75968775)

[Table 4.48: Inter-Item Correlation Matrix 77](#_Toc75968776)

[Table 4.49: effect of training on Employee Performance 78](#_Toc75968777)

[Table 4.49: Inter-Item Correlation Matrix 79](#_Toc75968778)

[Table 4.50: Summary of Regression Analysis Results 80](#_Toc75968779)

**LIST OF FIGURES**

[Figure 2.1: Masslow Hierarchy of need Pyramid 12](#_Toc75968658)

[Figure 2.2: Conceptual Frameworks 24](#_Toc75968667)

[Figure 4.1: Age of the Respondents 39](#_Toc75968701)

[Figure 4.2: Sex of the Respondents 40](#_Toc75968703)

[Table 4.1: Marital status of the Respondents 40](#_Toc75968705)

[Figure 4.3: Respondents Education Background 41](#_Toc75968707)

**LIST OF ABBREVIATIONS AND ACRONYMS**

COMPS Compensation.

EP Employee Performance

JSECU Job Security

OPTRAIN Opportunity for Training

OUT Open University of Tanzania

RSPV Relationship with Supervisors

SPSS Statistical Package for Social Science

TANESCO Tanzania Electrical Supply Company Limited

TPA Tanzania Port Authority

TUWASA Tanga Urban Water Supply Authority

# CHAPTER ONE

## INTRODUCTION

### 1.1 Overview

The chapter presents background of the study, research problem, general objective, specific objectives, research questions and limitation of the study.

### 1.2 Background of the Study

Job satisfaction is very important to the workforce in any organization because employees, who are satisfied with their job, may display high effort in their jobs. It is important to the employee in reducing moral stress, create new thinking and innovation which lead them to high level, fresh mind, good relationship with co-workers, supervisor and employees (Nimalathasan & Brabete, 2010, Bakan,et al, 2014). Recently job satisfaction in organizations becomes a crucial subject of attention which is very considered by the higher authorities, policy makers and top executives because this issue is related to many other significant and important issues of organizations (Ali, 2016).

The main reasons why this topic is important to be highlighted is due to the fact that the success of an organization depends on the hard working, loyal, motivated and satisfied workforce (Hee et al, 2019). Researchers, scholars, managers and practitioners paid an interest on job satisfaction due to its substance in reshaping retention efforts and reducing turnover, presenteeism and absenteeism resulting from job satisfaction among employees in the organization (Mteteleka, 2016). It influenced with many factors such as the nature of work, salary, advancement opportunities, management, work groups and work conditions (Aziri, 2011).

Moreover, performance is crucial aspect in assessing whether an individual employee is doing well at his job or not. Employee performance therefore, embodies the whole belief of the employee about their conduct and contributions to the accomplishment of the organization (Ahmad and Shahzad, 2011). It influenced by lots of determinants. Folami et al. (2005) used a job context model that classified the determinants into four groups, the individual factors, the task characteristics, the economic factors, and the organizational context. Thus, employees’ performance is best when they are satisfied with their pay package, feel secure about their job, and satisfied with the reward system (Awan &Asghar, 2014).

A satisfied individual employee together with his effort and commitment are essential for the success of any organization. Koys (2001) pointed out that it is crucial for an organization to understand what employee exactly feel, think on their job and stage of satisfaction, as this can help improve business outcome and is probably increased productivity as well. Besides, in establishing the linkage between job satisfaction and employee performance a number of studies tested the impact of job satisfaction on employee performance. Most of them indicated that there is an impact of job satisfaction on employee performance and there is an impact on employee performance and job satisfaction.

Awan et al. (2014), for example reported that, there is a positive relationship between job satisfaction and employee performance with respect to pay package, security level, and the reward system. That means employee performance is a function of many factors such as motivation, organizational support, the desire to do the job, individual ability, and availability of needed information to do the job. However, employee satisfaction is becoming more challenging in both public and private organization due to a number of factors such as availability of the right talent in some fields, manager-employee relations, competition, differences in the level of employer, employee expectations, as well as the high cost associated with hiring new talents.

In justifying this survey by Grant, Fried, and Juillerat (2010) at a large bank in UK, managers found that bank tellers were very dissatisfied with their jobs, stating that they were "just glorified clerks". They viewed their jobs as boring and that they felt micromanaged because they were unable to make decisions on their own, even small ones, without the approval of their managers. Study by Kazmi (2011) in Pakistan hospitals for example, found that lack of job satisfaction results in 60% absence of Doctors in clinics and hospitals which in turn caused five hundred deaths of patients. In Africa, many countries seem to experience low degrees of employees’ satisfaction. For example, in the education sector of Kenya only 2% of employees were satisfied with their job (James & Hannah, 2013).

In Malawi, 18.8% and in South Africa, 41.4% of health workers were actively seeking for new employment because of low satisfaction with their current jobs (Aziza, 2013). A survey by Bennel and Akyeampong (2007) as cited in Kombo, (2015) on teacher's motivation and job satisfaction in twelve (12) countries in Asia and Sub Saharan Africa, including Tanzania raises concerns about low teachers’ job satisfaction, which weakens teachers retention and commitment which result in teacher absenteeism and tardiness.

Tanzania in specific, the problem of job satisfaction continues to be reported in many organizations across the country despite introduction of a variety of packages and other incentives. Doctors in the public Tanzanian hospital for example went on striking demanding for salary increase and a more conducive working environment (Isangula, 2012). Tanzanian Certified Public Accountants (Tanzanian CPAs) were unhappy with pay and promotion (Mpeka, 2012). Job satisfaction and employee performance are of particular importance to the survival and profitability of the organizations (Coetzee & Schreuder 2015).

The assumption of this study is that satisfied employees will be motivated to perform their day-today work and demonstrate a deep psychological bond with the organization (Stander & Rothmann 2010). Thus, the researcher felt that it is important to explore the effect of job satisfaction on employee performance in public organization and generate a number of questions that will guide this particular study. Such questions: To what extent compensation affect employee performance? In what ways job security affect employee performance? These questions arouse curiosity of the researcher to find out the extent to which these variables affect employee performance and increase organization productivity.

### 1.3 Statement of the Problem

Public organizations made deliberate efforts to enhance job satisfaction for the sake of improving employee performance. For example, the introduction of reward system, involving rewarding employees who perform better, payment of meal allowances, overtime allowance and an increase of minimum wages are some of the measures of addressing employees’ dissatisfaction problem (Greystar, 2013). This emanates from recognition that employees of the organization are the primary source of productivity gains.

Tanzania government has made different efforts such as Public Service Pay and Incentive Policy of October 2010, which aimed at improving performance, employees’ motivation and satisfaction, application of laws such as the Employment and Labor Relations Act of 2004, which inter alia stipulates the rights of an employee such as the right to leave including daily, weekly, annual, maternity and paternity leave yet, job satisfaction continued to be a challenge among employees in the public sectors.

Recently, most of government employees are complaining about unfair salary, unsatisfied benefits, lack of recognition, and appreciation, lack of training opportunities, poor performance appraisal system, poor recruitment and selection procedures, poor rewarding system and career advancement in their organizations (Ramadhani, 2017). Study by Kafyeta, (2015), on Factors influencing employees’ job satisfaction in public organizations in Tanzania: a case of Tanzania Electric Supply Company limited revealed that most of employees were not satisfied with their jobs. The factors observed are satisfaction from job incentives, employees training and development, working environment, leadership, the extent of employees’ involvement in decision making, fairness and equality of employees in promotion, and managers’ leadership.

Mteteleka (2016) indicates that the employees of Ifakara Health Institute were lowly satisfied in their job. Their job satisfaction was affected by factors such as job security 83.7% and reward system management 80.2%. Similarly, studies by Mpeka and Isangula reported that employees were dissatisfied with their current job position. On the other hand study by Ramadhani, (2017), on the effects of human resource management practices on employee’s job satisfaction in Monduli District Council, revealed the positive significant relationship between training and development and job satisfaction but not for compensation and performance appraisal. Maniram (2007) states that if job satisfaction is not well observed it may lead to poor productivity, high absenteeism, and turnover.

Therefore, in order to improve employee performance job satisfaction should be effectively implemented and adhered within public organizations. However, there is little knowledge about job satisfaction on employee performance as most of studies identified causes and level of job satisfaction. It is against this background the study intends to fill the existing knowledge gap by assessing the impact of job satisfaction on employee performance in public organization focusing on the effect of compensation, security, immediate relations with supervisors and opportunity of training and establish the relationship between job satisfaction and employee performance in Tanga Urban Water Supply.

### 1.4 Research Objectives

The general objective of this study was the assessment of effect of job satisfaction on employee performance in Tanga Urban Water Supply Authority (TUWASA).

## 1.5 Specific Objectives

1. To assess the effect of job satisfaction on employee performance.
2. To determine the effect of compensation on employee performance
3. To determine the effect of job security on employee performance
4. To determine the effect of relationship with supervisor on employee performance
5. To determine the effect of opportunity for training on employee performance

**1.6** Research Questions

1. What are the effects of job satisfaction on employee performance?
2. What are the effects of compensation on employee performance?
3. What are the effects of job security affect employee performance?
4. What is the effect of relationship with immediate supervisor on employee performance in public organization?
5. What is the effect of opportunities for training on employee performance?

### 1.7 Significance of the Study

The findings of this study are beneficial to the employees and organization since job satisfaction projected to play an important role in raising individual performance. The greater demand of job satisfaction justifies the need of more effective and efficient of employee in an organization. Also the findings of the study proved to be useful in enlightening and increasing general understanding on job satisfaction on employee performance and its impact in organization performance. The study will provide useful information for policy makers and stakeholders to plan and implement several strategies that incorporate employers in improving employee performance. Furthermore, the study will provide data base that could be used for further studies.

### 1.8 Organization of the Study

The dissertation is organized into five chapters. Chapter one presents background of the research, statement of the problem, objectives, research questions and significance of the study. Chapter two presents definition of concepts, theoretical review, empirical review, research gap and conceptual framework. Chapter three describes methodology, chapter four presents the findings and discussion and the last chapter provides conclusion and recommendations.

## CHAPTER TWO

## LITERATURE REVIEW

### 2.1 Overview

The chapter intends to present the reviewed literature describing what others do in respect to the current study. The chapter comprises definition of terms and concept, theoretical that guide the study, empirical literature review, research gap identified and conceptual frame work.

### 2.2. Definition of Term and Key Concept

### 2.2.1 Job Satisfaction

Job satisfaction defined as multidimensional psychological responses to one's job, and that such responses have cognitive (evaluative), affective (or emotional), and behavioral components (Hulin and Judge, 2003). Armstrong (2006) defines job satisfaction as positive and favorable attitudes towards the job. While George et al (2008), define job satisfaction as collection of feeling and beliefs that people have about their current job. The assumption of this study is that job satisfaction may be a result of employee performance. If the organization provide employee with incentives they will be effective and efficient to fulfill their duty and responsibilities.

Points towards employees’ positive or negative attitudes towards their jobs.

### 2.2.2 Employee Performance

Employee performance refers to accomplishment of task or mere working effectiveness of employees (Thomas, 2014). It is a means by which organizations, either private or public, achieve their goals through its recurring activities. Employee performance in organizations is a function of the reward system. When employees are able to meet their intrinsic and extrinsic needs, they put in more efforts for the achievement of organizational goals and vice versa, if these needs are not met by the organization.

### 2.2.3 Tanga Uwasa

Tanga Uwasa is public organization responsible for treating and distributing water for domestic and industrial use. The Authority serves about 98% of the urban population with clean and safe water for average of 24 hours a day. The water supply system comprises of raw water intake at Mabayani Reservoir which is situated in Pande A Village about 26 km from Tanga, water treatment plant at Mowe and water distribution system of 330km. The Authority is serving a total of 15,337 customers with water of which 93.4% are domestic customers and the rest institutions, commercial, industrial and kiosks.

### 2.3 Review of Theories

The study was guided by Abraham Maslow's hierarchy of needs theory. The theory will be used in assessing the implication of job satisfaction on employee performance and the underlying causes of poor employee satisfaction.

### 2.3.1 Maslow's Hierarchy of needs Theory

The theory propounded by Abraham Maslow’s in 1954. He proposed that motivation is the result of a person's attempt at fulfilling five basic needs: physiological, safety, social, esteem and self-actualization. According to Maslow, these needs can create internal pressures that can influence a person's behavior.

The different levels of needs on Maslow’s hierarchy are discussed as follows:

1. Physiological needs are those needs required for human survival such as air, food, water, shelter, clothing and sleep. As a manager, one can account for the physiological needs of their employees by providing comfortable working conditions, reasonable work hours and the necessary breaks to use the bathroom and eat and/or drink.
2. Safety needs include those needs that provide a person with a sense of security and well-being. Personal security, financial security, good health and protection from accidents, harm and their adverse effects are all included in safety needs.
3. Social need: the need for love, affection and acceptance as belonging to a group. Maslow states that people seek to overcome feelings of loneliness and alienation. This involves both giving and receiving love, affection and the sense of belonging.
4. Esteem need: the need to have the respect and recognition by others. Humans have a need for a stable, firmly based, high level of self-respect, and respect from others. When these needs are satisfied, the person feels self-confident and valuable as a person in the world. When these needs are frustrated, the person feels inferior, weak, helpless and worthless.
5. Self-actualization the need to develop potentialities and skills, to become what one believes one is capable of becoming (personal autonomy and self direction). Jerome (2013) argued that if a person is hungry, unsafe, not loved or accepted, or lacking self-esteem, it is very easy to know what the person is restless about. However, it is not always clear what a person wants when there is a need for self-actualization (Ibid).

The theory however, was applied in examining the impact of job satisfaction on employee performance in public organization despite some criticism or limitations of the theory. On the other hand the theory also will be used in examining the extent to which intrinsic rewards of self actualization and esteem affect employee performance. It is the assumption of this study that if employees’ provided with all basic needs there will be effective and efficiency performance of the said organization. While some research has shown support for Maslow’s theory, others have not been able to substantiate the idea of a needs hierarchy that is considered to be influenced by Western culture, and thus cannot apply to all scenarios (Richard, 2000) as cited in Jerome 2013.

 **Figure 2.1: Masslow Hierarchy of need Pyramid**

**Source**: Mullins 2002

The weakness of Maslow’s hierarchy of needs is the lack of support from empirical data. The theory is constructed in ideal conditions where the assumption is that all people are similar, and the characteristic of particular circumstances are not evaluated. These limitations threat the validity of the theory (Mullins 2002).

### 2.4 Empirical Review

### 2.4.1 Global Context

Job satisfaction is considered as one of the main factors that affect efficiency and effectiveness of either public or private organizations. Now days’ organizations and managements are concentrating on employees’ wellbeing and focusing on understanding their wants, needs, personal goals and desires. Job satisfaction is an individual’s subjective viewpoint encompassing the way he/she feels about his/her job and the employing organization. Moreover, job satisfaction is the pleasurable emotional state that results from the achievement of job values (Courtney & Younkyoung, 2017). Each individual has different criteria for measuring job satisfaction. Influencing factors are payment, working hours, schedule, benefits, level of stress, and flexibility (Abuhashesh, 2019). Various researches have been conducted on these subjects with different results.

Culibrk et al (2018) conducted an empirical study aimed at identifying and quantifying the relationship between work characteristics, organizational commitment, job satisfaction, job involvement and organizational policies and procedures in the transition economy of Serbia, South Eastern Europe. The study included 566 persons, employed by 8 companies. The findings show that Job satisfaction in Serbia is affected by work characteristics but, contrary to many studies conducted in developed economies, organizational policies and procedures do not seem significantly affect employee satisfaction.

However, surveys by Danna and David Dornsife (2018) carried out in USA since 2005 reveal that the majority of Americans aren’t satisfied with their work because they are not satisfied with their compensation. They feel that they deserve more given the work that they do so they feel as if they are undervalued. This often leads to a search for greener pastures. Many are also unsatisfied with the career advancement opportunities available to them. They might feel stuck in the same place with no prospect of moving ahead or growing as a person. This leaves them unfulfilled knowing that they have more to offer. Some are not satisfied with the management’s recognition of their performance. They want their efforts to be appreciated.

Abuhashesh, Al-Dmour, & Masa’deh, (2019), on their study entitled “Factors that affect employees’ job satisfaction and performance to increase customers’ satisfactions in Jordan. The study aims to identify the factors which encourage employees to remain in their jobs for a long-term as opposed to those that create negative sentiments thus, leading employees to quit. The factors under focus are wages, organizational culture, benefits, job satisfaction, stress, training and development, promotion prospects, and job security. The study measures the impact of each factor on employee satisfaction.

The research population is the body of employees in Jordan’s industrial sector, with a random sample of industrial employees representing the population. The quantitative method is used to examine the research question. The study found that Jordanian employees care the most about their salaries and position more than any other factors. Therefore, we recommend that Jordanian manufactures consider studying the range of salary for each position, so they do not miss out on talented people or lose a good employee.

Study by Hanaysha (2016) on Determinants of Job Satisfaction in Higher Education Sector: Empirical Insights from Malaysia. The paper examines the impact of four factors namely employee engagement, employee motivation, work environment, and organizational learning on job satisfaction in higher education sector. The data were collected using a survey instrument from 242 employees of public universities in northern area of Malaysia. The collected data was analyzed using SPSS and structural equation modeling.

Overall, the findings indicated that employee engagement, employee motivation, work environment and organizational learning have significant positive effects on job satisfaction. These results provide useful insights for the management in higher educational institutions and suggest that the selected human resource factors are very important for improving job satisfaction. Policy makers should put greater emphasis to motivating factors and ensure that the workforce receive fair wages for their efforts and get rewards and job promotions for good achievements.

Study by Abadi and Renwarin, (2017) entitled analysis the influence of compensation and leadership on job satisfaction and its impact on job performance. The population and sample of this research are 84 managers at Nusantara Bonded Area in Jakarta who are demanded to be in the middle position between employees and employers. Data collection uses questionnaire, interview, observation, and documentation. Path analysis is used in the SPSS data processing. The results of this research show that compensation and job satisfaction significantly influence job performance whereas leadership does not influence job performance.

Sudiardhita et al. (2018) had conducted a study the Effect of Compensation, Motivation of Employee and work Satisfaction to Employee Performance PT. BANK XYZ (persero) TBK in Jakarta, West Java and Banten, using exploratory research method. The population in this research are employees with non-managerial positions at 24 branch offices in the working area of Regional Office I covering the provinces of DKI Jakarta, West Java and Banten as many as 2547 people, with a sample of this study as many as 346 respondents with exploratory research method which aims to test a theory or hypothesis to reinforce or reject the theory or hypothesis of the results of research undertaken.

The results of this study indicate that compensation has a positive and significant effect on work motivation, compensation has a positive and significant effect on job satisfaction, work motivation has a positive and significant effect on job satisfaction, compensation has positive and significant effect on employee performance, work motivation has positive and significant impact on performance employees and job satisfaction has a positive and significant effect on employee performance. The results of this study indicated that compensation has a positive and significant impact on the employee’s work motivation, job satisfaction, and performance.

### 2.4.2 African Context

Ezeanyim, et al (2019), conducted a study entitled impact of job satisfaction on employee’s performance, with the selected public enterprise in Awka, Anambra State in Nigeria. The main objective of this study is to examine the impact of job satisfaction on employee’s performance, with the selected public enterprise. In view of the above cause, data was collected from primary sources. 286 copies of questionnaire were administered to the respondents and 250 copies of questionnaire were returned successfully which was used as the bases for the research analysis.

Ordinary Chi square was the statistical tool used in analyzing the data. The research findings revealed that there is a linear relationship between job satisfaction (Job reward/Pay, Promotion, job safety/security and working condition) and employee’s performance proxy which is employee’s morale. It was concluded on the note that employees are dissatisfied with the working conditions of the organization; it is evident in their responses. It was recommended that the management of the company should provide good working conditions for its employees, so as to boost their morale.

Muriithi (2015), on Effects of Compensation on Job Satisfaction Among Secondary School Teachers in Maara Sub - Country of Tharaka North Country, Kenya. The study employed a descriptive survey research design. Stratified random sampling was used to select a sample size of 214 teachers drawn from the target population of 474. Responses were collected through administration of questionnaire. The validity and reliability of the questionnaire was enhanced through a pilot study carried out in three schools in Meru South Sub-Country. To ensure the validity of the instruments, both face and content validity was used. Data collected was categorized coded and then tabulated using SPSS. The qualitative data was analyzed using descriptive statistics, means frequency tables and percentages. The hypotheses were tested using chi-square.

The study established that the basic pay, allowances and work environment affects teachers’ job satisfaction to a great extent. The research concluded that teachers were highly dissatisfied with all aspects of compensation that they receive. The study recommends that the government reviews the teachers’ compensation to commensurate the services rendered. It is hoped that the findings of this study could assist the education planners in formulating compensation policies that would enable teachers to achieve job satisfaction.

Study by Salisu et al (2015 and Jean et al. (2017) on the impact of compensation on the job satisfaction of public sector construction workers of jigawa state of Nigeria. A study established a theoretical framework based on equity theory and used it to examine how different compensation packages might be influencing workers’ job satisfaction. The Positivist paradigm; which holds principles that knowledge is arrived at through the gathering of facts that provide the basis of laws, guided this empirical research, and focused on the public construction sector in Jigawa State, Nigeria. A questionnaire was developed, pilot-tested and administered to gather the data on workers’ job satisfaction regarding four compensable aspects, namely: salary, allowance, gratuity and pension.

A total of 265 questionnaires were administered and 260 were collected, representing a response rate of 98%. No questionnaire was invalid or returned uncompleted. The respondents were selected using the stratified random sampling technique. The data collected was analyzed using structural equation modeling. The findings of the study revealed that compensation impacts positively to workers’ job satisfaction and employee performance. Study by Nkosi (2015) on Effects of training on employee commitment, retention and performance: A case study of a Local Municipality in South Africa. The principal purpose of this study was to analyze the effects of training on employee commitment, retention and performance in a Local Municipality situated in Mpumalanga Province, South Africa.

Based on convenience sampling method, a total of one hundred and thirty employees were selected and participated in the study. A questionnaire structured in a likert scale format was employed to gather data on training, employee commitment, retention and performance. Data was analyzed using SPSS statistical package. The Cronbach’s alpha of 0.813 and the Keiser-Meyer-Olkin of 0.865 were obtained from the data analyzed. The findings derived from multiple regression analysis using the ordinary least squares regression technique confirmed that; training has a significant effect on employee commitment, retention and performance enhancement within the local municipality examined.

### 2.4.3 Tanzania Context

Study by Mteteleka, (2015) on Job Satisfaction on Employees’ Performance at Ifakara Health Institute, Tanzania. The study employed a case study research design to arrive to the above research objectives and that Ifakara Health Institute was selected as the area of the study. The study used both primary and secondary methods of data collection to collect data. The data collection tools used include questionnaire, interview as well documentary review. The sample consisted of 94 respondents with 86 questionnaires’ respondents randomly selected from IHI employees and 8 interview respondents purposively selected.

The findings indicate that the employees of Ifakara Health Institute were lowly satisfied in their job. Their job satisfaction was affected by factors such as job security 83.7%, reward system management 80.2%. These factors in reverse emerged as issues employees considered important and that would likely make them to perform well. Further, the study found that if employees are dissatisfied in their job it can lead to poor performance, losing working morale and lead to absenteeism and turnover.

Likewise the study indicated that short term projects, implementation of performance feedback and delays of payment are the major challenges facing IHI in satisfying the employees. Therefore, it is important to improve job security through project resources complementation, decentralization authority to approve the staff financial requisition of payments at branch levels, adjustment of reward management system to reflect the status of employees and the socio-economic situation prevailing in our societies and conducting performance feedback for the work done as most of the employees seem to be happy in knowing if their contribution to the Institute is meaningful and recognized.

The study conducted by Kafyeta (2015) entitled “factors influencing employees job satisfaction in public organizations in Tanzania; a case of Tanzania Electric Supply Company Limited (TANESCO)” provide a glimpse into job satisfaction in Tanzania. The study main objective is to determine the factors that influence job satisfaction in public organization known as TANESCO. A questionnaire was administered to 210 participants. The results indicate that most of the employees were not satisfied with their jobs. The major factors which caused dissatisfaction were job incentives, employees training and development, working environment leadership, the extent of employees’ involvement in decision making, fairness and equality of employees in promotion, and managers’ leadership. The author provided the following recommendation to create satisfied employees. First, public organization ought to demonstrate a high level of commitment to employees’ involvement in decision making.

Secondly, public organizations should design policies that help to raise the level of job satisfaction among employees including investing heavily on training and development of employees. Third, Organizations should create opportunities for employees to learn new skills in their work. Lastly, TANESCO should implement a clear succession plan in the organization. Munna (2018) conducted study entitled “Factor affecting employees’ job satisfaction in Tanzania Port Authority Headquarters’ the purpose of this study was to assess factors that affect job satisfaction among TPA employees. The study looked at environmental factors, job content factors, and personal factors affecting job satisfaction.

The study adopted descriptive research design. The researcher used questionnaires, interviews and documentary review as instruments for data collection. The obtained data were analyzed by descriptive analysis and the results are presented both qualitatively and quantitatively. The principle findings show that employees were satisfied with environmental factors like relationship with co workers. Conversely the employees indicated they were dissatisfied with the job content factors like salary, benefit, rewards, promotion and training. The study of employees ’ job satisfaction suggests there is an urgent need for government as the employer to recognize the fact employees satisfaction will lead to improvements in the provision of services. The study recommends; the government should find the average of pay to the other public sectors and therefore come with the amount of salary that can be paying an employee according to their level of education. Also appraisal system (OPRAS) should be implemented effectively to enable promotion, benefits and rewards to employees.

Study by Landa (2018) entitled the influence of training on employees’ performance in public institution in Tanzania a case of Tanga Urban Water Supply and Sewerage Authority (Tanga UWASA). Stratified Random sampling and purposive sampling techniques were used to select a sample of 71 respondents for the study. Respondents were chosen from ordinary employees, heads of departments and the management of Tanga UWASA. Data were collected using interview, questionnaires and documentary review. Quantitative data were analyzed using Statistical Package for Social Sciences (SPSS) to yield descriptive statistics such as frequency and percentages while Chi square was used to determine influence of training on employee performance.

Qualitative data were analyzed using content analysis. The findings indicated that Tanga UWASA organizes several training programmes and employees are systematically selected to attend those programmes to acquire knowledge and skills. On the other hand, the study found that training has significant influence on employee performance. This relationship was found statistically significant at P < 0.05. The more the employee gets training, the more efficient their level of performance would be. Training programmes contributed to the increase of efficiency, productivity, rise of customers’ level of satisfaction and the increase of Tanga UWASA’s competitive advantage over other water supply authorities. Shi (2017), job security is positively related to social safety. Employees with vulnerable position will increase their performance in order to maintain their high social status. Shi (2017), job security is positively related to social safety. Employees with vulnerable position will increase their performance in order to maintain their high social status.

## 2.5 **Research Gap**

Job satisfaction is vital aspect in any organization whether public or private since employee performance tend to be affected by environmental factors, personal engagement, organization commitments, self esteem and self actualization. Thus, in absence of these employees will be dissatisfied with job positions and may contribute to poor organization performance and productivity. Though, these factors vary significantly across global, regional and local level and from an individual perspective.

Numerous studies on job satisfaction conducted in Tanzania context by Kefyete, (2015), Munna, (2018), and Mteteleka, (2015) to mention relies on environmental factor like co-workers, security and reward as indicators of job satisfaction on employees’ however, these studies failed to provide deeper understanding related to effect of job satisfaction on employee performance. Therefore, the study will bridge the existing knowledge gap by assessing the effect of job satisfaction on employee performance in public organization focused on three variables of compensation/pay, security, relationship with immediate supervisor and development of training as it projected to have great influence on employee performance.

## 2.6 **Conceptual Framework**

Conceptual framework is a set of coherent ideas or concepts organized in a manner that makes them easy to communicate to others (Schwartz, 2016). The conceptual framework is the researcher’s view of the network of association of the several factors that have been identified as important to the problem (Dionco-Adetayo, 2011).

**Independent variable Dependent variable**

Job satisfaction

Opportunity for training

Relationship with supervisor

Compensation

Job security

Employee performance

**Figure 2.2: Conceptual Frameworks**

**Source**: Author, 2020

The figure above describes the linkage between job satisfaction and employee performance. Independent variable includes job satisfaction, compensation/pay, job security, and relationship with immediate supervisor and opportunity for training and development. These factors found to have significant positive effects on employee performance and organization productivity. While dependent variable is employee performance. These variables were used in assessing its effect on employee performance in public organization because the expectation of this study is that if these factors are well observed the employee is likely to increase organization productivity and efficient.

**CHAPTER THREE**

## RESEARCH METHODOLOGY

### 3.1 Overview

Methodology is the general research strategy that outlines the way in which research is to be undertaken and, among other things, identifies the methods to be used in it. It may be understood as a science of studying how research is done scientifically **(**Kothari, 2004).The chapter describes research philosophy, research approach, research design, area of the study, population of the study, sample and sampling techniques, data collection, data analysis, data cleaning and processing, validity and reliability and Ethical consideration.

### 3.2 Research Philosophy

This study used positivism philosophy. Positivism philosophy refers as methodological philosophy in which reality is stable and can be observed and described from an objective viewpoint (Levin, 1988), i.e. without interfering with the phenomena being studied. They contend that phenomena should be isolated and that observations should be repeatable. In this respect, understanding of phenomena in reality must be measured and supported by evidence (Hammersley, 2013). The study therefore, used this philosophy based on research objectives, methods of data collection and data analysis that require the use of quantitative research approaches. Henceforth, it was easier to quantify data and present the data quantitatively.

### 3.3 Research Approach

The study used deductive research approach. Deductive reasoning moves from the general to the particular. “It takes a general premise and deduces particular conclusions”. (Harvey, 1995) As the study being undertaken was for academic purposes and considering the time factor, deductive methodology could have been considered a feasible choice but kind of data needed along with objectives of study make the option of using deductive methodology important. The approach was used in establishing the relationship between job satisfaction and employee performance through the use of Pearson correlation. On the other hand the choice of the approach influenced by the sample used in data collection as well as data analysis approach. The approach provided the researcher with valid information pertaining to the effect of compensation, relationship with supervisor and training opportunity toward organizational performance.

### 3.4 Research Design

A research design is a plan showing the approach and strategy of investigation aimed at obtaining relevant data, which fulfill the research objectives and the research questions (Cohen and Marnion, 2000). A design structures the research, showing how all of the major parts of the research project work together to try to address the central research question (Kombo & Tromp, 2006). In this respect, the study principally used a case study research design.

### 3.4.1 Case Study Research Design

According to Flyvbjerg (2006) a case study is a context-dependent, in-depth investigation of a single example of a phenomenon. Elman et. al. (2016) agrees with this statement by saying that a case study “focuses intensively on a single case. The case study helped the researcher to get in-depth understanding on the effect of job satisfaction on employee performance and detailed account of the effect of the relationship with immediate supervisor and job security on employee performance.

### 3.4.2 Area of the Study

The study on effect of job satisfaction has been carried out in Tanga UWASA. The choice of Tanga UWASA is influenced by two reasons of researcher familiarity and financial constraints. Also the area has been chosen based on the assumption that the extent of job satisfaction may vary from one organization to another due to nature of employer, environmental factor and working conditions.

### 3.4.3 Population of the Study

Tanga UWASA has a total of 180 populations. Best and Kahn (2006) define population as a group of individuals who have some characteristics in common that are of interest to the research. Ogula (2010) defines a population as any group of institutions, people or objects that have at least one characteristic in common. For the present study, the population from which the researcher draw conclusions comprised all employees of Tanga UWASA from five departments of managing director, human resource, technical, finance and customer services.

The choice of the departments or group based on the fact that they are more knowledgeable about job satisfaction on employee performance and they had lots of information to share about the extent in which job satisfaction affect employee performance. However, the study also involve authority Manager and head of departments based on job position, experience and knowledge concerning employee performance for the sake of organization productivity and efficiency.

**Table 3.1: Tanga UWASA Population**

|  |  |
| --- | --- |
| Respondents by departments  | No of Employee  |
| Departments/Managing staffs | 14 |
| Human Resource | 12 |
| Technical staff | 72 |
| Finance  | 17 |
| Customer service  | 65 |
| Total  | 180 |

**Source**: The author

### 3.5 Sample and Sampling Techniques

### 3.5.1 Sample of the Study

Sample is a finite part of a statistical population whose properties are studied to gain information about the whole. Patton (2010) and Creswell (2009) view sample as a small population selected for observation and analysis. For possible access and manageability, the total sample of 100 respondents out of 180 was involved data gathering. The sample provided the researcher with validity and accurate data pertaining to job satisfaction on employee performance. However, Yamne (1967) provided a simplified formula which was used to obtain the sample size as follows.

 , whereby

N-Total population

n- Sample size

e- Acceptance error (precision level 10%).

For example managing director, n= N/1+N (e) 2

 14/1+180 (10%) 2

14/1+181\*0.01

14/1.81= 8

**Table 3.2: Composition of Sample**

|  |  |  |
| --- | --- | --- |
| Respondents by departments  | Employees | Actual sample  |
| Departments/Managing staffs | 14 | 8 |
| Human Resource | 12 | 7 |
| Technical staff | 72 | 40 |
| Finance  | 17 | 9 |
| Customer service  | 65 | 36 |
| Total  | 180 | 100 |

**Source**: The Author

### 3.5.2 Sampling Technique

Sampling technique is a procedure used to select some elements of a population in such a way that it represents actual characteristics of the total population (Cohen *et al.*, 2000). Sampling can be done through different techniques. This study employed probability through stratified random sampling and non-probability techniques through purposive sampling to select area of study and respondents.

### 3.5.3 Stratified Random Sampling

Stratified random sampling has been used for drawing samples used in data collection. The sample was selected in such way that certain subgroups in the population were represented in the sample in appropriate to their number in the population. The respondents were stratified on the basis of their job position. The technique is chosen because the nature of the study is homogeneous (that is only Tanga UWASA employees). The respondents (employee) from the study area were stratified and randomly selected by the use of employee inventories from the manager and head of departments. Stratified random sampling technique involves dividing the population into homogenous subgroups and then taking sample in each subgroup (Kothari, 2004).

### 3.5.4 Purposive Sampling

Purposive sampling procedure was used in obtaining key selecting the area of the study and respondents. The technique helped the researcher to capture in depth information related to the extent in which job satisfaction impacted into employee performance, the influence of job satisfaction on employee performance. Purposive sampling is a deliberate selection of particular units of the universe for constituting a sample on the basis that the small mass that they were so selected out of huge one was typically or representative of the whole (Kothari, 2004).

### 3.6 Data Collection Methods

Data collection refers to the way in which the data was captured in the field setting. Data for this study will be obtained from both primary and secondary sources. Secondary data are information that has been gathered previously for some purpose other than the current research project (Kumekpor, 2002). Secondary data were obtained from the articles in journal (published document from the internet) and books.

Through documentary review the influence of job satisfaction on employee performance, effect of motivation on employee performance and effect of promotion on employee performance as well as relationship between job satisfaction and employee performance were noted and helpful in building discussion on the entire document. Primary data are original data collected for a specific research goal (Hox and Boeije, 2005). In this study primary data were collected by using questionnaire. The questionnaire was administered to the employees of five departments from the study area.

### 3.6.1 Questionnaire

According to Kombo(2006),questionnaires are widely used to obtain information about current conditions and practices and to make inquiries concerning attitudes and opinions quickly in the precise form. Both open-ended and closed-ended questions will be self-administered to 100 port employees so as to capture both qualitative and quantitative information relevant for the study. The closed ended questions was useful in getting specific information while open ended questions provided freedom of expression for getting further information on the influence of job satisfaction on employee performance. The tool was prepared with consideration of the four research objectives. The tool also was prepared into English language and translated into Kiswahili to make easier communication during data collection. This technique has been chosen as it enabled researcher collect a lot of information from large number of respondents within a short period of time (Kothari, 2004).

### 3.7 Data Analysis

Regression analysis, correlation and descriptive analysis were used. Regression analysis has been used in testing relationship between job satisfaction and employee performance while likert scale was used in descriptive analysis related to the effect of compensation on employee performance. Data analysis is the process of bringing orderly structure and meaning to the mass of information collected. It involves examining what has been collected and making deductions and inferences (Kombo & Tromp, 2006; Mugenda, 1999).

Data analysis involves some manipulations of data collected through the use of statistical tools in order to compute a number or a percentage (Orodho, 2008). In this study data were analyzed in accordance to the research questions. Data that obtained from the use of questionnaires were edited and assigned serial numbers for the purpose of easy identification during the coding process and rechecking of information on the questionnaires during data entering exercises. Thus, computer software Statistical Package for Social Sciences (SPSS) was used to compute frequency and percentage values.

### 3.8 Data Cleaning and Processing

The data cleaning is the process of identifying and removing the errors in the data. It often leads to insight into the nature and severity of error-generating processes (Van den Broeck, et al, 2005). The researcher therefore, can then give methodological feedback to operational staff to improve study validity and precision of outcomes. In this study data cleaning was observed through pre testing of instrument before data collection, proper use of sampled population from the study area and translation of research tool into Kiswahili language. On the other hand the quantitative data were edited, coded and assigned serial number and rechecking for identification of incomplete questionnaire during data entry process.

### 3.9 Regression Model

The regression measurement model analysis depicting independent variables including: Job satisfaction, Employee compensation, job security, relationship with supervisor and opportunity for training on performance as dependent variable were successful used in testing whether these variables predict the occurrence of linear, normality or homoscedasticity assumptions. The study assumes the existence of linear regression model with normal distributed errors in item analysis and that errors are simply random fluctuate around the true line or mean of zero.

****

 Y1 = Dependent Variable (Employee Performance)

 = Y intercept

  -  = Slope of the Line defined as ratio rise or change in X

 COMPS = Compensation

 JSECU = Job Security

 RSPV = Relation with Supervisor

 OPTRAIN = Opportunity for Training

 EP = Employee Performance

  = Error term

**Regression Assumptions:** A standard regression equation usually takes into account the Ordinary Least Square (OLS) regression assumptions. To achieve the regression analysis objectives, the crucial assumptions were checked for the data to be able to qualify for analysis. The Ordinary Least Square has five assumptions that were reviewed (Green, 2008; Park, 2011). These are linearity, normality, outlier, homoscedasticity and multicollinearity.

**3.10.1 Linearity Assumption**

In regression, it is required that the relationship between the independent variables to be linear. The mean value of the outcome variables for each increment of the predictor lies along a straight line. This assumption is checked by using P- P plots on how they lie along the diagonal line.

**3.10.2 Normality Assumption**

Linear regression assumes that the residuals of regression (errors between observed and predicted values) are typically distributed. The histogram is used to check normality. It should show a bell-curved of the distribution of residuals mean is close to 0, and SD is close to 1, evidencing of a normal distribution of residuals.

**3.10.3 Outlier Assumption**

Regression assumes that residuals values lying outside the ± 3 in the histogram to be outliers. This is supported by Tabachnick and Fidell (2007) who suggest that any value outside the cutoff of 3 to be an outlier. Usually, outliers cause bias parameter estimates like mean. Also, outliers can distort the sum squares to be an outlier. Sum squares usually are used to estimate the standard error. Therefore if the sum square is biased, then standard error also is likely affected. Therefore, biased confidence interval. To correct once detected is to delete the case value.

**3.10.4 Homoscedasticity Assumption**

The regression assumes that the variance of the error term is similar across the values of the independent variables. A plot of standardized residuals (Scatter Plots) versus the predicted values has to show whether points are equally distributed rectangularly across all values of the independent variables. If there is a cone-shaped pattern of scatter plots, then the data is homoscedasticity. To control it, a heteroscedasticity robust standard error using Ahmad Daryanto plugin on SPSS is used.

**3.11.5 Multicollinearity Assumption**

Multiple regressions assume that there is no multicollinearity in the data that independent variables are not highly correlated with each other. Variance Inflation Factor (VIF) values were used to test for multicollinearity. If there is a threat of multicollinearity possible solution is to identify the variables causing it then remove it using VIF mean cuff threshold of 5 ( Craney & Surles, 2002).

### 3.10 Validity

Validity refers as the degree to which a research study measures what it intends to measure (Forzano & Gravetter, 2009). The validity of this study was assured through proper identification of research problem and the use of questionnaire method in data collection.

### 3.11 Reliability

Reliability refers to the degree to which an assessment tool produces stable, consistent results (Phelan &Wren, 2006). Reliability of this study was attained through test and pre-test method during pilot study. In other hand reliability has been achieved by using purposive and stratified random sampling and the use of survey questionnaire method as well as translation of questionnaire from English to Kiswahili to enable everyone who was chosen from each department to participate in data gathering. Therefore, Cronbach’s alpha used to estimate the reliability of instrument used in data collection and testing the consistency of the data.

### 3.12 Ethical Consideration

Ethical clearance for this research was requested and certified by the Open University of Tanzania (OUT). Then, permission letter for doing research and collecting data has been obtained from Tanga City Director. Meanwhile, the purposes of the study were explained and informed consent was obtained from all participants from Tanga UWASA. I clearly state to the respondents that the collected data was mainly for study and not otherwise. Confidentiality and privacy was maintained throughout the study process by excluding identifications in the questionnaires**.** On the other hand all sources that were used in developing the research proposal and report writing was acknowledged. Breakwell (2006), states that ethics are norms governing human conducts which have a significant impact on human welfare. It involves making a judgment about right and wrong behavior.

**CHAPTER FOUR**

## FINDINGS AND DISCUSSION

### 4.1 Overview

This chapter presents, analyzes and discusses the findings of the study on impact of job satisfaction on employee performance in Tanga Uwasa. Data were obtained through questionnaires. The presentation follows four objectives and research questions that guided the study. The chapter is organized into five sections, namely demographic characteristics of the respondents, effect of compensation on employee performance, students’ effects of job security on employee performance, effect of relationship with supervisor on employee performance as well as effect of opportunity of training on employee performance.

### 4.2 Demographic Characteristics of the Employees

A number of demographic characteristics of employee which had contributions to this study were critically looked upon and their findings presented. Employee age, gender, marital status, educational background and working experiences were among the characteristics involved. The study findings were obtained from one hundred (100) Tanga Uwasa employees in Tanga Tanzania. Data were collected through the use of questionnaires.

### 4.2.1 Age of the Respondents

In this study, respondents were required to indicate their age and the responses were as follows.

**Figure 4.1:** Age of the Respondents

**Source**: Field Data, 2020

The findings showed that there is variation in age categories among the respondents. Many 34 (34%) of the respondents were in the age category of 31-34, followed by 20-30 which had 31(31%) of the respondents. The third age cohort was 41-50 which had 28 (28%) and the last age group was 51 which comprise 7 (7%) of the respondents (Figure 4.1). The findings above imply that majority 65(65%) of sampled employees were in between the age of 20 and 40 which suggest that they are the economic active group and are likely to be employed in Tanga Uwasa.

### 4.2.2. Gender of the Respondents

The researcher was also interested to explore the sex of respondents. In this regard the respondents were requested to indicate their sex. The study findings indicate that many 52 (52%) of the respondents were male and 48 (48%) were female (Figure 4.2). It was not the intention of the researcher to involve large number of male it happens by chance.

**Figure 4.2:** Sex of the Respondents

**Source**: Field Data, 2020

### 4.2.3 Marital Status of the Respondents

The study gathered information pertaining to marital status of the employee. The findings indicate that majority 63 (63%) were married while 37 (37%) of the respondents were single (Table 4.1)

**Table 4.1:** Marital status of the Respondents

|  |  |  |
| --- | --- | --- |
| Variable  | Frequency  | Percentage  |
| Single  | 37 | 37 |
| Married  | 63 | 63 |
| Total  | 100 | 100 |

 **Source**: Field Data, 2020

### 4.2.4 Respondents Education Background

Another important variable in determining impact of job satisfaction on employee performance was educational background. The researcher wanted to find out the level of education among the respondents.

**Figure 4.3:** Respondents Education Background

**Source**: Field Data, 2020

The findings from Figure 4.3 above indicate that many respondents 37(37%) were certificate holders followed by 32(32%) who were Diploma holders, 28 (28%) of the respondents were Degree holders. The rest 3(3%) were masters holders. The findings above imply that majority 69 (69%) of the respondents possess certificate and diploma. The contributing factor could be the nature of work like billing, sewage network, customer services demand workers with certificate and diploma.

### 4.2.5 Respondents Working Experience

The respondents working experience was also considered as important factor in assessing impact of job satisfaction on employee performance. In this respect the respondents were required to indicate duration used to work in Tanga Uwasa.

**Table 4.2:** Respondents Working Experience

|  |  |  |
| --- | --- | --- |
| Variable  | Frequency  | Percentage  |
| Less than 5 years  | 26 | 26 |
| 6-10 | 36 | 36 |
| 11-15 | 20 | 20 |
| 16-20 | 14 | 14 |
| 21-25 | 4 | 4 |
| Total  | 100 | 100 |

**Source**: Field Data, 2020

The findings indicate that many 36 (36%) of the respondents had 6-10 years working in this institution. 26 (26%) were working in this institution for less than five years. The third group 20 (20%) of the respondents had been working in this institution in a range of 11-15 years, 14 (14%) had 16-20 years’ experience. Few 4 (4%) of the respondents had a range of 21-25 years working (Table 4.2). The findings implies that many 62 (64%) of the respondents had been working in this institution in a range of less than five years and 6-10 years. On the other hand few respondents with 21-25 years of working projected to have more knowledge about the effect of job satisfaction and employee performance for the sake of organization prosperity.

### 4.3 Effect of Job Satisfaction on Employee Performance

The researcher was interested to examine the level of job satisfaction on employee performance. In this respect the respondents were requested to state if they are satisfied or dissatisfied to their current working place. The responses were presented below;

**Table 4.3: Respondents State of Status of Job Satisfaction**

|  |  |  |
| --- | --- | --- |
| Variable  | Frequency  | Percentage  |
| Satisfied | 76 | 76 |
| Dissatisfied  | 24 | 24 |
| Total  | 100 | 100 |

**Source**: Field Data, 2020

The findings from Table 4.3 indicated that majority 76 (76%) of the employees were highly satisfied unlike few 24(24%) of the employees who are not satisfied. The contributing factors could be overtime payment, promotion, co-working habit of the organization as well as job security as measured in a five likert scale.

**Table 4.4: Received entitled Overtime Payment on Time**

|  |  |  |
| --- | --- | --- |
| Variable  | Frequency  | Percentage  |
| Strongly agree | 49 | 49 |
| Agree | 32 | 32 |
| Not sure  | 5 | 5 |
| Disagree  | 14 | 14 |
| Total  | 100 | 100 |

**Source**: Field Data, 2020

Table 4.4 above presents findings about employee responses on overtime payment on time. The results showed that 49 (49%) of the employee strongly agreed that there are satisfied with the current working place because they receive entitled overtime payment on time, 32 (32%) were in agreement to the statement while 14(14%) disagreed with the statement. On the other hand few 5 (5%) of employees were not sure.

**Table 4.5: Promotion Provided to Employee**

|  |  |  |
| --- | --- | --- |
| Variable  | Frequency  | Percentage  |
| Strongly agree | 35 | 35 |
| Agree | 28 | 28 |
| Not sure  | 10 | 10 |
| Disagree  | 13 | 13 |
| Strongly disagree | 14 | 14 |
| Total  | 100 | 100 |

**Source**: Field Data, 2020

The study findings revealed that majority 63 (63%) of the employees strongly agreed that they are satisfied with their job because of being promoted, while minority who constitute 27 (27%) of the employee disagreed with the statement, 10 (10%) were neither agree nor disagreed (Table 4.5).

**Table 4.6: Co-working Habit**

|  |  |  |
| --- | --- | --- |
| Variable  | Frequency  | Percentage  |
| Strongly agree | 50 | 50 |
| Agree | 27 | 27 |
| Not sure  | 10 | 10 |
| Disagree  | 8 | 8 |
| Strongly disagree | 5 | 5 |
| Total  | 100 | 100 |

**Source**: Field Data, 2020

In respect to co-working spirit the findings indicated that majority 77 (77%) of employees strongly agreed with that they are satisfied with their job because of high involvement in decision making related to organization, 13 (13%) disagreed with the statement that job satisfaction cannot be associated with co-working habit of the organization. While 10 (10%) of the employees were neither agree nor disagree (Table 4.6).

**Table 4.7: Job Security**

|  |  |  |
| --- | --- | --- |
| Variable  | Frequency  | Percentage  |
| Strongly agree | 33 | 33 |
| Agree | 27 | 27 |
| Not sure  | 14 | 14 |
| Disagree  | 10 | 10 |
| Strongly disagree  | 16 | 16 |
| Total  | 100 | 100 |

**Source**: Field Data, 2020

The results form Table 4.7 indicated that 33 (33%) of the respondents strongly agreed that they are satisfied with their job because of the existence of job security, 27 (27%) were in agreement with the assertion, 16 (16%) of employees strongly disagreed with the statement, 14 (14%) were neither agree nor disagree, 10 (10%) disagreed.

### 4.4 Effect of Compensation on Employee Performance

The researcher acknowledges the respondents knowledge about the effect of job satisfaction on employee performance. The respondents were asked to rate the effect of compensation on employee performance in a likert scales. The responses were categorized in five categories which reflected their level of agreement as outlined in Tables 4.8 to 4.16.

**Table 4.8:** The Organization offers Health Insurance Compensation to Employee

|  |  |  |
| --- | --- | --- |
| Variable  | Frequency  | Percentage  |
| Strongly agree | 43 | 43 |
| Agree | 44 | 44 |
| Not sure  | 12 | 12 |
| Disagree  | 1 | 1 |
| Total  | 100 | 100 |

**Source**: Field Data, 2020

The findings from Table 4.8 indicated that 44(44%) employee agreed with the assertion that the organization offers health insurance compensation to employee as a means of improving their performance, 43 (43%) were strongly agree while 12(12%) neither agree nor disagree and 1(1%) disagree with the statement. The findings imply that majority of students 87(87%) maintain that their performance is likely to be affected by compensation offered within their organization. Probably this is influenced by the managing director behavior and highly compliance of working condition and procedures that guide every organization. On the other hand few respondents who are neither agree nor disagree could be a result of not aware about the organization behavior of promoting workers and their performance is likely to be poor.

**Table 4.9: The** Organization is Highly Provided Annual Leave Compensation to every Employee

|  |  |  |
| --- | --- | --- |
| Variable  | Frequency  | Percentage  |
| Strongly agree | 49 | 49 |
| Agree | 32 | 32 |
| Not sure | 13 | 13 |
| Disagree  | 6 | 6 |
| Total  | 100 | 100 |

**Source**: Field Data, 2020

With regard to provision of annual leave compensation to every employee, 49 (49%) of the employees strongly agreed with the statement, 32 (32%) agreed, 13 (13%) of the respondents were neither agree nor disagree and 6 (6%) disagree with the statement (Table 4.9). It is clearly observed that majority 81(81%) of the employees strongly agree that the organization is highly provided annual leave compensation to every employee. Probably this may encourage employee to improve their productivity and performance within their organization. However, few respondents who were neither agreed nor disagree could be impacted by working experience and contracts bases as other had permanent and pensionable and others had temporary contract bases.

**Table 4.10:** Employee offered with Maternity leave Compensation as Means of Improving Performance

|  |  |  |
| --- | --- | --- |
| Variable  | Frequency  | Percentage  |
| Strongly agree | 33 | 33 |
| Agree | 29 | 29 |
| Not sure | 20 | 20 |
| Disagree  | 12 | 12 |
| Strongly disagree | 6 | 6 |
| Total  | 100 | 100 |

**Source**: Field Data, 2020

The findings from Table 4.10 indicate that 33 (33%) of the employee were strongly agree with the assertion that employee offered with maternity leave compensation affect their performance positively, 29 (29%) agreed with the statement, 20 (20%) were not sure while 12 (12%) of the employee disagreed and 6 (6%) strongly disagreed with the statement. The findings signify that majority 62 (62%) of the employee declared that the managing director commitments in providing employee with maternity leave contribute to the improvement of their performance and encourage them to remain on the same working. However, the contributing factors for minority group who were strongly disagreed with the statement could be associated with their contracts.

The result form Table 4.11 revealed that 45 (45%) of the employee agreed that the organization provide compensation in term of merit pay for the best employee, 27 (27%) strongly agree, 24 (24%) of the employee were neither agree nor disagree while 4 (4%) disagreed with the assertion. It is noticed that majority 72 (72%) of the respondents agreed that the organization behavior of merit compensation motivate them to be effective and increase their efficiency to meet the organization goals. This is likely to attract a good number of employees seeking for employment posts in the said organization. However, few respondents who disagree with the statement there are likely to concentrate in looking for employment opportunity in other organization.

**Table 4.11:** Organization provide Compensation in Term of Merit pay for the Best Employee

|  |  |  |
| --- | --- | --- |
| Variable  | Frequency  | Percentage  |
| Strongly agree | 27 | 27 |
| Agree  | 45 | 45 |
| Not sure  | 24 | 24 |
| Disagree  | 4 | 4 |
| Total  | 100 | 100 |

**Source**: Field Data, 2020

**Table 4.12:** The Organization provide Compensation in Terms of Office and Parking

|  |  |  |
| --- | --- | --- |
| Variable  | Frequency  | Percentage  |
| Strongly agree | 17 | 17 |
| Agree  | 32 | 32 |
| Not sure | 33 | 33 |
| Disagree  | 12 | 12 |
| Strongly disagree | 6 | 6 |
| Total  | 100 | 100 |

**Source**: Field Data, 2020

The findings from Table 4.12 showed that many 33 (33%) of the employee were neither agree nor disagree with the statement, 32 (32%) agreed, 12 (12%) of the employee disagree while 6 (6%) were strongly disagreed with the statement. The results clearly indicated that 49 (49%) of the employee agreed that compensation in terms of office parking affect their performance positively. However, the groups of respondents who were neither agreed nor disagree are projected to improve their performance of to maintain low standard of performance within the organization.

**Table 4.13:** The Organization Compensate their Employee through Profit shearing

|  |  |  |
| --- | --- | --- |
| Variable  | Frequency  | Percentage  |
| Strongly agree | 16 | 16 |
| Agree | 38 | 28 |
| Not sure  | 26 | 26 |
| Disagree | 16 | 16 |
| Strongly disagree | 4 | 4 |
| Total  | 100 | 100 |

**Source**: Field Data, 2020

Table 4.13 revealed that 38 (38%) of the employee agreed that the organization compensate their employee through profit sharing, 26 (26%) were not sure, 16 (16%) were strongly agree while 4 (4%) of the employee were strongly disagreed. It signifies that many 54 (54%) of the respondents agreed with the assertion. The contributing factors for the observed high percentage can associated with the organization rules and procedures of sharing profit generated annually as a mechanism of promoting employee performance. On the other hand few 20 (20%) of the respondents disagreed that profit sharing offered by the organization cannot enhance employee performance.

The result form Table 4.14 showed that 43 (43%) of the employee agreed that the package of compensation are well managed by the managing director, 27 (27%) were neither agreed nor disagreed, 15 (15%) were strongly agree, while 12 (12%) of employee disagree and 3 (3%) were strongly disagreed. It is clearly observed that many 58 (58%) of the employee agreed with the statement. This is attributed by commitment of managing director portrayed in managing and controlling package of compensation offered to every employee. To add it is likely to improve employee performance and increase organization productivity. In contrast few respondents were neither agree nor disagreed. Possibly these group do not benefited much from the organization.

**Table 4.14:** The Package of Compensation are well managed by the Managing Director

|  |  |  |
| --- | --- | --- |
| Variable  | Frequency  | Percentage  |
| Strongly agree | 15 | 15 |
| Agree | 43 | 43 |
| Not sure  | 27 | 27 |
| Disagree | 12 | 12 |
| Strongly disagree | 3 | 3 |
| Total  | 100 | 100 |

**Source**: Field Data, 2020

**Table** 4.15: Compensation helps to Improve Employee Performance

|  |  |  |
| --- | --- | --- |
| Variable  | Frequency  | Percentage  |
| Strongly agree | 27 | 27 |
| Agree | 49 | 49 |
| Not sure  | 18 | 18 |
| Disagree | 4 | 4 |
| Strongly disagree | 2 | 2 |
| Total  | 100 | 100 |

**Source**: Field Data, 2020

The findings from table 4.15 indicated that 49 (49%) of the employee agreed that compensation helps to improve employee performance, 27 (27%) strongly agree, 18 (18%) were neither agree nor disagree, while 4 (4%) disagree and 2 (2%) were strongly disagreed. The findings further revealed that majority 76 (76%) of the employee agreed with the statement. This can be associated with the size of work among employees and motivation to improve and strengthening employee creativity and productivity that can be impacted into the growth of organization productivity. Contrary to this few respondents declared that compensation cannot enhance or contribute to the improvement of employee performance. The implication here is that employee performance may be affected by other factors like organization behavior, management and commitment of the employees.

**Table 4.16:** Incentive Pay Helps to Improve Employee Performance

|  |  |  |
| --- | --- | --- |
| Variable  | Frequency  | Percentage  |
| Strongly agree | 23 | 23 |
| Agree | 27 | 27 |
| Not sure  | 21 | 21 |
| Disagree | 17 | 17 |
| Strongly disagree | 12 | 12 |
| Total  | 100 | 100 |

**Source**: Field Data, 2020

With regard to incentives pay the study findings revealed that 27 (27%) of employee agreed that employee performance affected by incentive pays, 23 (23%) were strongly agree, 21 (21%) were not sure, 17 (17%) disagreed, 12 (12%) were strongly disagree (Table 4.16). The results clearly indicated that many 50 (59%) of the employee agreed that incentives pay helps to improve their performance. This can be associated with organization behavior and system of profit related sharing and share ownership and managing of compensation by managing director for the well being of employees.

 On the other hand 29 (29%) of the employee declared that incentives pay cannot contribute to the improvement of employee performance. Possibly profit related sharing may result in employee being less committed and trusting management less if not well managed. In testing the relationship between compensation and employee performance we find that there is positive correlation between the natures of compensation offered by the organization and employee performance at 0.01 significant levels as shown on the table 4.17

**Table 4.17:** Correlation between Compensation and Employee Performance

|   |  | Compensation helps to improve employee performance | Employee performance |
| --- | --- | --- | --- |
| Compensation affect employee performance | Pearson Correlation | 1 | -.009 |
| Sig. (2-tailed) |  | .925 |
| N | 100 | 100 |
| employee performance | Pearson Correlation | -.009 | 1 |
| Sig. (2-tailed) | .925 |  |
| N | 100 | 100 |

**Source**: Field Data 2020

### 4.5 Effect of Job Security on Employee Performance

**Table 4.17: Job Security helps the Organization to Attract and Retain Talent**

|  |  |  |
| --- | --- | --- |
| Variable  | Frequency  | Percentage  |
| Strongly agree | 30 | 30 |
| Agree | 37 | 37 |
| Not sure  | 15 | 15 |
| Disagree | 11 | 11 |
| Strongly disagree | 7 | 7 |
| Total  | 100 | 100 |

**Source**: Field Data, 2020

The second research question aimed at examining whether job security has any effect on employee performance or not. The respondents were asked to indicate their level of agreement or disagreement on five likert scale and their responses were shown in Table 4.17 to 4.25 The study findings showed that 37 (37%) of the employee agreed that job security helps the organization to attract and retain talent, 30 (30%) strongly agreed, 15 (15%) were neither agree nor disagree, while 11 (11%) disagree with the statement and 7 (7%) of the employee were strongly disagreed (Table 4.17). The findings further revealed that majority 67 (67%) of employee agreed with the statement. This is likely to be attributed by commitment of managing director and the organization system employed successful. Although few 17 (17%) of the employee proclaimed that job security cannot help the organization to attract and retain talent among employee. This is likely to affect organization performance because they not able to retain work with experience.

**Table 4.18:** Job Security Enhanced Improvement of Employee Performance

|  |  |  |
| --- | --- | --- |
| Variable  | Frequency  | Percentage  |
| Strongly agree | 24 | 24 |
| Agree | 33 | 33 |
| Not sure  | 16 | 16 |
| Disagree | 15 | 15 |
| Strongly disagree | 12 | 12 |
| Total  | 100 | 100 |

**Source**: Field Data, 2020

Further the results were based on the importance of job security in enhancing the improvement of employee performance. The findings indicated that 33 (33%) of employee agreed that job security enhance improvement of employee performance, 24 (24%) strongly agreed, 16 (16%) of the employee were not sure, while 15 (15%) disagreed with the statement and 12 (12%) strongly disagreed (Table 4.18). The researched observed that many 54 (54%) of the employee agreed with the statement. This is likely to be affected by positive feelings among employee that their employment is secured and no one can terminate their employment contract unless they go contrary to their code of conduct. Although few 27 (27%) proclaimed that job security cannot enhance improvement of employee performance. Possibly they do not adhere to the principles and underlying procedures to secure their employment.

**Table 4.19:** The Organization Commitment to Maintain Job Security

|  |  |  |
| --- | --- | --- |
| Variable  | Frequency  | Percentage  |
| Strongly agree | 17 | 17 |
| Agree | 50 | 50 |
| Not sure  | 19 | 19 |
| Disagree | 9 | 9 |
| Strongly disagree | 5 | 5 |
| Total  | 100 | 100 |

**Source**: Field Data, 2020

The findings from table 4.19 showed that 50 (50%) of employee agreed that the organization committed to maintain job security, 17 (17%) were strongly agreed, 19 (19%) were not sure, while 14(14%) of the employee disagreed with the statement. To add the findings clearly indicate that majority 67 (67%) of the respondents had positive outlook toward the statement. Probably the organization abides to the underlying principle and procedures that direct them on what to do and the likely impact to the employees.

On the other hand few 14(14%) of the respondents disagreed with the statement, the contributing factors can be associated with personal interest and lack of commitment among employee. The findings revealed that 38 (38%) of employee agreed that job security enable employee to establish communication with managing director, 29 (29%) were neither agree nor disagree, 16 (16%) were strongly agree with the statement, while 17 (17%) of the employee disagree (Table 4.20). It signify that many 54 (54%) of the employees agreed with the statement. This is influenced organization management structure that bridges the gap between managing director, supervisors and assistant officers.

**Table 4.20:** Job Security Enables Employee to Establish Communication with Managing Director

|  |  |  |
| --- | --- | --- |
| Variable  | Frequency  | Percentage  |
| Strongly agree | 16 | 16 |
| Agree | 38 | 38 |
| Not sure  | 29 | 29 |
| Disagree | 12 | 12 |
| Strongly disagree | 5 | 5 |
| Total  | 100 | 100 |

**Source**: Field Data, 2020

**Table 4.21:** Stability of Job Security at any Work helps Employee to be Creative and Innovative

|  |  |  |
| --- | --- | --- |
| Variable  | Frequency  | Percentage  |
| Strongly agree | 28 | 28 |
| Agree | 48 | 48 |
| Not sure  | 20 | 20 |
| Disagree | 4 | 4 |
| Total  | 100 | 100 |

**Source**: Field Data, 2020

The Table 4.21 presents the findings about the importance of stability of job security at any working place. The results showed that 48 (48%) of the employee agreed that stability of job security helps them to be creative and innovative, 28 (28%) were strongly agree, 20 (20%) were not sure while 4 (4%) of the employee disagreed (Table 4.21). The study observed that majority 74 (74%) of the employee agreed with the statement. The implication here is that the presence of job security in this organization encourages employees to provide innovative ideas related to the use of new technology in enhancing communication among themselves and customers at large. However, few respondents disagreed with the statement. Possibly they are not secured with job security in the said organization.

**Table 4.22:** I am Excited to Come to Work Every Day at the Organization

|  |  |  |
| --- | --- | --- |
| Variable  | Frequency  | Percentage  |
| Strongly agree | 20 | 20 |
| Agree | 42 | 42 |
| Not sure  | 17 | 17 |
| Disagree | 14 | 14 |
| Strongly disagree | 7 | 7 |
| Total  | 100 | 100 |

**Source**: Field Data, 2020

The results showed that 42 (42%) of the respondents agreed that they are excited to come to work every day at the organization, 20 (20%) were strongly agreed, 17 (17%) were not sure while 14 (14%) of the employee disagree and 7 (7%) strongly disagree (Table 4.22). The findings indicated that majority 62 (62%) of employee agreed with the statement. It signifies that job security is highly practiced in this organization and it is likely to improve employee performance. On the other hand for those who disagreed with the statement are likely to deter their performance within material time.

The findings were based on the absence of job security. The results indicated that many 35 (35%) of employee agreed that absence of job security made them to think of searching for a new job in other organization, 29 (29%) strongly agreed, 18 (18%) of the employee were neither agree nor disagree, while 10 (10%) strongly disagreed and 8 (8%) of the respondents disagreed with the statement (Table 4.23).

**Table 4.23:** The absence of Job Security made Employee to think of searching for a New Job in other Organization

|  |  |  |
| --- | --- | --- |
| Variable  | Frequency  | Percentage  |
| Strongly agree | 29 | 29 |
| Agree | 35 | 35 |
| Not sure  | 18 | 18 |
| Disagree | 8 | 8 |
| Strongly disagree | 10 | 10 |
| Total  | 100 | 100 |

**Source**: Field Data, 2020

**Table 4.24: I** Engage Actively in Matters Concerning the Running of this Organization

|  |  |  |
| --- | --- | --- |
| Variable  | Frequency  | Percentage  |
| Strongly agree | 32 | 32 |
| Agree | 44 | 44 |
| Not sure  | 16 | 16 |
| Disagree | 8 | 8 |
| Total  | 100 | 100 |

**Source**: Field Data, 2020

The findings indicated that 44 (44%) of the employee agreed that job security enables them to engage actively in matters concerning the running of the organization, 32 (32%) strongly agree, 16 (16%) were neither agree nor disagree, while 8 (8%) of the employees disagreed (Table 4.24). It implies that majority 76 (76%) of employees agreed that they are so actively engaged in matters regard to the running of their organization. The employees are likely to develop trust with the managing director as most of the time they are informed about the progress and indiscipline cases that may affect their performance.

**Table 4.25:** I see Myself Working for this Organization in the Long Run

|  |  |  |
| --- | --- | --- |
| Variable  | Frequency  | Percentage  |
| Strongly agree | 26 | 26 |
| Agree | 42 | 42 |
| Not sure  | 19 | 19 |
| Disagree | 10 | 10 |
| Strongly disagree | 3 | 3 |
| Total  | 100 | 100 |

**Source**: Field Data, 2020

The results revealed that 42 (42%) of employees agreed that they find it useful to work in their organization in long run, 26 (26%) strongly agreed, 19 (19%) were not sure, however 10 (10%) disagreed, and 3 (3%) were strongly disagreed (Table 4.25). The observed high percentage of employee who agreed to work in the same organization for so long influenced by the existence of job security and adherence of procedures guiding employees. Nevertheless, few respondents who disagreed they are likely to find another organization. On the other hand the study findings indicated that job security affect employee performance at a significant level of 0.01

**Table 4.26:** Correlation of Job Security and Employee Performance

|  |  | Job security enhanced improvement of employee job performance  | Employee performance |
| --- | --- | --- | --- |
| Job security enhanced improvement of employee job performance  | Pearson Correlation | 1 | -.283\*\* |
| Sig. (2-tailed) |  | .004 |
| N | 100 | 100 |
| Employee performance  | Pearson Correlation | -.283\*\* | 1 |
| Sig. (2-tailed) | .004 |  |
| N | 100 | 100 |

\*Correlation is significant at the 0.01 level (2-tailed).

### 4.6 Effect of Relationship with Supervisors on Employee Performance

The fourth research question assesses the effect of relationship with supervisors on employee performance. The respondents were asked to indicate the degree in which employee performance affected by supervisors’ relationship. The responses were show in Table 4.27 to 4.34

**Table 4.27:** Team Work Spirit helps to Reduce Absenteeism in Working Place

|  |  |  |
| --- | --- | --- |
| Variable  | Frequency  | Percentage  |
| Strongly agree | 29 | 29 |
| Agree | 39 | 39 |
| Not sure  | 18 | 18 |
| Disagree | 10 | 10 |
| Strongly disagree | 4 | 4 |
| Total  | 100 | 100 |

**Source**: Field Data, 2020

With regard to effect of relationship with supervisor on employee performance the study findings revealed 39 (39%) of employee agreed on the assertion that team work spirit helps to reduce absenteeism in working place, 29 (29%) strongly agreed, 18 (18%) were neither agree nor disagree, 10 (10%) disagree and 4 (4%) strongly disagreed with the statement (Table 4.28).

**Table 4.28:** The Organization Behavior of Feedback and Involvement in Decision Making

|  |  |  |
| --- | --- | --- |
| Variable  | Frequency  | Percentage  |
| Strongly agree | 38 | 38 |
| Agree | 33 | 33 |
| Not sure  | 14 | 14 |
| Disagree | 9 | 9 |
| Strongly disagree | 6 | 6 |
| Total  | 100 | 100 |

**Source**: Field Data, 2020

Table 4.28 indicate that 38 (38%) of employees strongly agreed that the organization behavior of feedback and involvement in decision making helps in improve their performance, 33 (33%) agreed, 14 (14%) were not sure, 9 (9%) disagreed and 6 (6%) were strongly disagreed with the statement. The findings indicated that majority 71 (71%) of the employee agreed that the organization behavior of feedback and involvement in decision making helps them to improve their performance because they become aware to what the organization inspire to them.

**Table 4.29:** Good Internal Communication Contribute to the Increase of Professional Skills

|  |  |  |
| --- | --- | --- |
| Variable  | Frequency  | Percentage  |
| Strongly agree | 24 | 24 |
| Agree | 46 | 46 |
| Not sure  | 21 | 21 |
| Disagree | 6 | 6 |
| Strongly disagree | 3 | 6 |
| Total  | 100 | 100 |

**Source**: Field Data, 2020

Table 4.29 presents information about the contribution of good internal communication to the increase of professional skills among the employees. It is clearly observed that 46 (46%) of the respondents agreed with the statement, 24 (24%) were strongly agree, 21 (21%) of the respondents were neither agree nor disagree, 6 (6%) disagreed and 3 (3%) strongly disagreed.

Table 4.30 indicates that improvement of employee performance influenced by good means of sharing information among employee, 32(32%) of the respondents agreed, 22(22%) were not sure, 17 (17%) strongly agreed while those who disagreed constituted 29(29%). From the results it is noticed that many 49(49%) agreed that their performance in the organization influenced by organization tendency of information sharing in contrast 29(29%) viewed contrarily. The findings suggest that information sharing improve employee performance and strengthening organization productivity.

**Table 4.30:** There is Good Means of Sharing Information among Employee

|  |  |  |
| --- | --- | --- |
| Variable  | Frequency  | Percentage  |
| Strongly agree | 17 | 17 |
| Agree | 32 | 32 |
| Not sure  | 22 | 22 |
| Disagree | 16 | 16 |
| Strongly disagree | 13 | 13 |
| Total  | 100 | 100 |

**Source**: Field Data, 2020

**Table 4.31:** There is a Culture of Co-Working within the Department and Managing Director

|  |  |  |
| --- | --- | --- |
| Variable  | Frequency  | Percentage  |
| Strongly agree | 23 | 23 |
| Agree | 46 | 46 |
| Not sure  | 14 | 14 |
| Disagree | 9 | 9 |
| Strongly disagree | 8 | 8 |
| Total  | 100 | 100 |

**Source**: Field Data, 2020

The findings revealed that employee performance associated with co working within the department and managing director whereas, 46 (46%) of the respondents agreed, 23 (23%) strongly agree, 14 (14%) of the respondents were neither agree nor disagree while 9 (9%) disagreed and 8 (8%) strongly disagree (Table 4.30). The implication here is that the organization behavior of providing feedback to employee and involvement in discussing the progress of the organization and decision making helps employees to improve their performance.

**Table 4.32:** Handling Employee Opinion during Meeting with Head of Departments

|  |  |  |
| --- | --- | --- |
| Variable  | Frequency  | Percentage  |
| Strongly agree | 21 | 21 |
| Agree | 44 | 44 |
| Not sure  | 15 | 15 |
| Disagree | 12 | 12 |
| Strongly disagree | 8 | 8 |
| Total  | 100 | 100 |

**Source**: Field Data, 2020

The study findings indicated that their performance improved because the head of department and managing director valued their opinion during meeting. In this regard 44 (44%) of the employee agreed with the statement, 21 (21%) strongly agree, 15 (15%) were neither agree nor disagree, 12 (12%) disagreed while 8 (8%) strongly disagreed (Table 4.32). It signifies that majority of the respondents acknowledged that supervisor relationships with employee is likely to affect their performance positively since their opinion is highly valued during the meeting they interpret the organization positively and able to reduce the incidence of unnecessary conflicts that may deter the organization progress and productivity.

**Table 4.33:** I Feel free to Talk Openly and Honestly to my Manager

|  |  |  |
| --- | --- | --- |
| Variable  | Frequency  | Percentage  |
| Strongly agree | 30 | 30 |
| Agree | 49 | 49 |
| Not sure  | 14 | 14 |
| Disagree | 4 | 4 |
| Strongly disagree | 3 | 3 |
| Total  | 100 | 100 |

**Source**: Field Data, 2020

In the foregoing discussion the findings indicated that many 49 (49%) of the respondents agreed that they feel free to talk openly and honestly to their manager, 30 (30%) strongly agree, 14 (14%) neither agree nor disagree with the statement, 4 (4%) disagreed and 3 (3%) strongly disagreed with the assertion (Table 4.32). The observed high percentage of employees who agreed with the statement associated with the behavior of equal treatment and valuing employee opinion no matter whether the opinion made is more important or less important to the organization.

**Table 4.3: Summary of Correlation Analysis on Relationship with Supervisor on Employee Performance**

|  |  | Appreciate the honesty and openness of the communication within the organization | Employee performance |
| --- | --- | --- | --- |
| I appreciate the honesty and openness of the communication within the organization | Pearson Correlation | 1 | .273\*\* |
| Sig. (2-tailed) |  | .006 |
| N | 100 | 100 |
| Communication with supervisors increase Employee performance  | Pearson Correlation | .273\*\* | 1 |
| Sig. (2-tailed) | .006 |  |
| N | 100 | 100 |

### \*\*. Correlation is significant at the 0.01 level (2-tailed).

### 4.7 Effect of Training on Employee Performance

The fifth research question examines the effect of training on employee performance. The respondents were required to indicate the degree in which employee performance affected by training. The responses were show in Table 4.34 to 4.41.

**Table 4.33:** Employee offered with Technical Training

|  |  |  |
| --- | --- | --- |
| Variable  | Frequency  | Percentage  |
| Strongly agree | 23 | 23 |
| Agree  | 47 | 47 |
| Not sure  | 20 | 20 |
| Disagree  | 7 | 7 |
| Strongly disagree  | 3 | 3 |
| Total  | 100 | 100 |

**Source**: Field Data, 2020

The findings indicated that 47(47%) of the respondents agreed that their performance is influenced by technical training offered by the organization, 23 (23%) were strongly agree, 20 (20%) were not sure, 7 (7%) disagreed and 3 (3%) strongly disagreed (Table 4.33). It is clearly observed that majority 70 (70%) of employees’ agreed that technical training affect their performance as they are able to improve the standard of performance and productivity.

**Table 4.34:** The Company provide Employee with Quality Training

|  |  |  |
| --- | --- | --- |
| Variable  | Frequency  | Percentage  |
| Strongly agree  | 16 | 16 |
| Agree  | 45 | 45 |
| Not sure  | 12 | 12 |
| Disagree  | 17 | 17 |
| Strongly disagree  | 10 | 10 |
| Total  | 100 | 100 |

**Source**: Field Data, 2020

The findings in Table 4.34 indicate that 45 (45%) of the employees agreed that the quality of training offered by the company helps in improving their performance, while 17 (17%) disagreed with the assertion, 16 (16%) strongly agree, 12 (12%) were not sure and 10 (10%) of the employees strongly disagreed. the findings further revealed that majority 61 (61%) of the employee agreed that the company behavior of providing training contribute to the increase of productivity and efficiency in working. While minority 33 (33%) disagreed, their standard of performance is likely to be poor.

**Table 4.35:** The Organization offers Employee with Skills training

|  |  |  |
| --- | --- | --- |
| Variable  | Frequency  | Percentage  |
| Strongly agree  | 20 | 20 |
| Agree  | 41 | 41 |
| Not sure  | 19 | 19 |
| Disagree  | 13 | 13 |
| Strongly disagree  | 7 | 7 |
| Total  | 100 | 100 |

**Source**: Field Data, 2020

With regards to training offered by the organization the findings showed that 41 (41%) of the employees agreed that the organization offers them with skills related training, 20 (20%) were strongly agreed, 19 (19%) were neither agree nor disagree, 13 (13%) disagreed and 7 (7%) strongly disagreed (Table 4.35). It is clearly observed that majority 61 (61%) of the employees agreed that the skills training offered by the organization is highly motivated them to improve their skills for the sake of improving organization productivity.

**Table 4.36:** There is Professional Training

|  |  |  |
| --- | --- | --- |
| Variable  | Frequency  | Percentage  |
| Strongly agree  | 24 | 24 |
| Agree  | 40 | 40 |
| Not sure  | 14 | 14 |
| Disagree  | 13 | 13 |
| Strongly disagree  | 9 | 9 |
| Total  | 100 | 100 |

**Source**: Field Data, 2020

Table 4.37 presents the findings about professional training provided to the employees. The results show that 40 (40%) of the employees agreed that they have been provided with professional training, 24 (24%) strongly agreed. 14 (14%) were not sure, 13 (13%) of the employees disagree and 9 (9%) strongly disagreed that there is no professional training offered by the organization.

**Table 4.37:** The Organization Provides Employee with Safety Training

|  |  |  |
| --- | --- | --- |
| Variable  | Frequency  | Percentage  |
| Strongly agree  | 19 | 19 |
| Agree  | 31 | 31 |
| Not sure  | 10 | 10 |
| Disagree  | 27 | 27 |
| Strongly disagree  | 13 | 13 |
| Total  | 100 | 100 |

**Source**: Field Data, 20202

The results indicated that 31 (31%) of the employees agreed that the organization provide safety training, 27 (27%) disagree, 19 (19%) strongly agree, 13 (13%) strongly disagree and 10 (10%) were neither agree nor disagree (Table 4.37).

**Table 4.38:** Employee Training helps Organization to Improve the Productivity

|  |  |  |
| --- | --- | --- |
| Variable  | Frequency  | Percentage  |
| Strongly agree  | 29 | 29 |
| Agree  | 27 | 27 |
| Not sure  | 11 | 11 |
| Disagree  | 16 | 16 |
| Strongly disagree  | 17 | 17 |
| Total  | 100 | 100 |

**Source**: Field Data, 2020

With regards to organization productivity the findings show that 29 (29%) of the employees strongly agree that training helps the organization to improve the productivity, 27 (27%) agree with the assertion, 17 (17%) strongly disagreed, 16 (16%) disagree and 11 (11%) were not sure (Table 4.38). It implies that many 57 (57%) of the employee positively agreed that the organization productivity and efficiency facilitated by training offered to them because it helps them to be innovative and creative in their daily bases activity.

**Table 4.39:** Training helps the Organization to Increase Employee Retention

|  |  |  |
| --- | --- | --- |
| Variable  | Frequency  | Percentage  |
| Strongly agree  | 23 | 23 |
| Agree  | 37 | 37 |
| Not sure  | 16 | 16 |
| Disagree  | 17 | 17 |
| Strongly disagree  | 7 | 7 |
| Total  | 100 | 100 |

**Source**: Field Data, 2020

The findings revealed that 37 (37%) of the employees agreed that training helps the organization to increase employee retention, 23 (23%) strongly agree, 17 (17%) disagree with the assertion, 16 (16%) were neither agree nor disagree and 7 (7%) strongly disagreed to the statement (Table 3.37). It signifies that majority 60 (60%) positively agreed that the organization manage to retain employees because of the regular training offered in every department.

**Table 4.40:** Training helps the Employee to Increase their Creativity and Innovation

|  |  |  |
| --- | --- | --- |
| Variable  | Frequency  | Percentage  |
| Strongly agree  | 34 | 34 |
| Agree  | 40 | 40 |
| Not sure  | 16 | 16 |
| Disagree  | 6 | 6 |
| Strongly disagree  | 4 | 4 |
| Total  | 100 | 100 |

**Source**: Field Data, 2020

The findings showed that 40 (40%) of the employee agreed that training provided by the organization enable them to increase their creativity and innovation, 34 (34%) strongly agreed, 16 (16%) were neither agree nor disagree, 6 (6%) disagree and 4 (4%) strongly disagreed (Table 4, 40). On the other hand item analysis coupled with regression analysis on the effect of job satisfaction on employee performance was made based on the research objectives.

Effect of Job Satisfaction on Employee Performance;

Cronbach’s result analysis was used in testing the internal consistence of questionnaire item used in examining the its effect on employee performance

**Table 4.41: Internal Consistence of item Analysis on Effect of Job Satisfaction on Employee Performance**

|  | Mean | Std. Deviation | N |
| --- | --- | --- | --- |
| Iam that i receive entitled overtime payment on time | 1.8400 | 1.04175 | 100 |
| I feel happy when promoted to higher position on time | 2.4300 | 1.43727 | 100 |
| Co-working habit encourage employee to raise the standard of performance | 1.9100 | 1.17288 | 100 |
| Job security is highly satisfied employees  | 2.4900 | 1.44596 | 100 |

**Source**: Field Data, 2020

In cronbach’s analysis question four and two from Table 4.41 are the most important because it has high score than other item so it is more reliable. On the other hand the same findings were presented in matrix.

**Table 4.42: Inter-Item Correlation Matrix**

|  | Iam that i receive entitled overtime payment on time | I feel happy when promoted to higher position on time | Co-working habit encourage employee to raise the standard of performance | Job security is highly satisfied employees  |
| --- | --- | --- | --- | --- |
| Iam that i receive entitled overtime payment on time | 1.000 | .033 | .170 | .053 |
| I feel happy when promoted to higher position on time | .033 | 1.000 | .293 | -.146 |
| Co-working habit encourage employee to raise the standard of performance | .170 | .293 | 1.000 | -.123 |
| Job security is highly satisfied employees  | .053 | -.146 | -.123 | 1.000 |

The findings from inter item correlation matrix indicate identical correlation of item as there is 1.00 score across and the diagonal. It signifies that item used in data collection were more perfect and relevant according to the objective and level of understanding among the respondents.

**Effect of Compensation on Employee Performance**

The findings from item statistic analysis shows that there is really good grade in this module from question three to question ten was very important to me from the findings because has got higher average score of none above questions.

**Table 4.43: Item Analysis on effect of Compensation on Employee Performance**

|  | **Mean** | **Std. Deviation** | **N** |
| --- | --- | --- | --- |
| The organization offers health insurance compensation to employee | 1.7100 | .71485 | 100 |
| The organization is highly provided annual leave compensation to every employee | 1.7600 | .90028 | 100 |
| Employee offered with maternity leave compensation as means of improving performance | 2.2900 | 1.21684 | 100 |
| Organization provide compensation interm of merit pay for the best employee | 2.0500 | .82112 | 100 |
| Our organization provide compensation interms of office space and parking  | 2.5800 | 1.09341 | 100 |
| The organization compensate their employee through profit sharing annually | 2.5400 | 1.06761 | 100 |
| the package of compensation are well managed by the managing director | 2.4500 | .98857 | 100 |
| Compensation helps to improve employee performance | 2.0500 | .89188 | 100 |
| Compensation helps employee to improve performance  | 2.4700 | 1.29845 | 100 |
| Incentive pay helps employee to improve performance  | 2.6800 | 1.32482 | 100 |

**Source**: Field data, 2020.

**Table 4.44: Inter- Item correlation Matrix on the Effect of Compensation on Employee Performance**

|  | The organization offers health insurance compensation to employee | The organization is highly provided annual leave compensation to every employee | Employee offered with maternity leave compensation as means of improving performance | Organization provide compensation in term of merit pay for the best employee | Our organization provide compensation interms of office space and parking | The organization compensate their employee through profit sharing annually | The package of compensation are well managed by the managing director | Compensation helps to improve employee performance | Compensation helps employee to improve performance | Incentive pay helps employee to improve performance |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| The organization offers health insurance compensation to employee | 1.000 | .267 | .086 | .404 | .217 | -.110 | .072 | .102 | .442 | .370 |
| The organization is highly provided annual leave compensation to every employee | .267 | 1.000 | .092 | .221 | -.103 | -.347 | .123 | -.048 | .322 | .282 |
| Employee offered with maternity leave compensation as means of improving performance | .086 | .092 | 1.000 | -.035 | .092 | .150 | .117 | .154 | .105 | .202 |
| Organization provide compensation interm of merit pay for the best employee | .404 | .221 | -.035 | 1.000 | .260 | -.077 | -.016 | .066 | .224 | .321 |
| Our organization provide compensation interms of office space and parking  | .217 | -.103 | .092 | .260 | 1.000 | .040 | .214 | .250 | .112 | .157 |
| The organization compensate their employee through profit sharing annually | -.110 | -.347 | .150 | -.077 | .040 | 1.000 | .016 | .067 | -.090 | -.277 |
| the package of compensation are well managed by the managing director | .072 | .123 | .117 | -.016 | .214 | .016 | 1.000 | .032 | .172 | .072 |
| Compensation helps to improve employee performance | .102 | -.048 | .154 | .066 | .250 | .067 | .032 | 1.000 | .163 | .202 |
| Compensation helps employee to improve performance  | .442 | .322 | .105 | .224 | .112 | -.090 | .172 | .163 | 1.000 | .540 |
| Incentive pay helps employee to improve performance  | .370 | .282 | .202 | .321 | .157 | -.277 | .072 | .202 | .540 | 1.000 |

**Source**: Field Data, 2020

In inter item matrix correlation the findings indicated that there is perfect correlation coefficient of item analysis with r=1.

**Effect of Job Security on Employee Performance**

**Table 4.45: Item Analysis on Effect Job Security on Employee Performance**

|  | Mean | Std. Deviation | N |
| --- | --- | --- | --- |
| Job security helps the organization to attract and retain talent | 2.2800 | 1.20672 | 100 |
| Job security enhanced improvement of employee job performance  | 2.5800 | 1.32711 | 100 |
| The organization commitment to maintain job security  | 2.3500 | 1.02863 | 100 |
| Job security enable employee to establish communication with managing director | 2.5200 | 1.05868 | 100 |
| Stability of job security at any work helps employee to be creative and innovative  | 2.0000 | .80403 | 100 |
| The absence of job security made employee to think of searching for a new job in other organization | 2.3500 | 1.25831 | 100 |
| I think organization's management is quite fair and highly qualified for the job that they do | 2.3700 | .98119 | 100 |
| Iam excited to come to work every day at the organization | 2.4600 | 1.16706 | 100 |
| I look out for job opportunities in other related organizations | 2.9600 | 1.12744 | 100 |
| I appreciate the honesty and openness of the communication within the organization | 2.1000 | 1.02000 | 100 |
| I see myself working for this organization in the long run | 2.2200 | 1.04040 | 100 |
| I engage actively in matters concerning the running of this organization  | 2.0000 | .89893 | 100 |

**Source**: Field Data, 2020

The findings in cronbach alpha result indicated that question number nine is the more important in finding the effect of job satisfaction on employee performance. It signifies that majority of the respondents believe that they strongly disagree to the statement that they do not look for job opportunity in other organization as the organization ensure them with job security.

**Table 4.46: Inter-Item Correlation Matrix**

|  | Job security helps the organization to attract and retain talent | Job security enhanced improvement of employee job performance  | The organization commitment to maintain job security  | Job security enable employee to establish communication with managing director | Stability of job security at any work helps employee to be creative and innovative  | The absence of job security made employee to think of searching for a new job in other organization | I think organization's management is quite fair and highly qualified for the job that they do | Iam excited to come to work every day at the organization | I look out for job opportunities in other related organizations | I appreciate the honesty and openness of the communication within the organization | I see myself working for this organization in long run | I engage actively in matters concerning the running of this organization  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Job security helps the organization to attract and retain talent | 1.000 | .516 | .474 | .241 | .292 | .420 | .330 | .395 | -.155 | .141 | .119 | -.028 |
| Job security enhanced improvement of employee job performance  | .516 | 1.000 | .449 | .380 | .492 | .101 | .415 | .674 | -.207 | .240 | .397 | .254 |
| The organization commitment to maintain job security  | .474 | .449 | 1.000 | .072 | .269 | .154 | .411 | .529 | -.153 | .091 | .437 | -.055 |
| Job security enable employee to establish communication with managing director | .241 | .380 | .072 | 1.000 | .154 | .006 | .212 | .221 | -.169 | .251 | .005 | .361 |
| Stability of job security at any work helps employee to be creative and innovative  | .292 | .492 | .269 | .154 | 1.000 | .140 | .371 | .463 | -.045 | .123 | .350 | .112 |
| The absence of job security made employee to think of searching for a new job in other organization | .420 | .101 | .154 | .006 | .140 | 1.000 | .131 | .068 | .024 | -.169 | -.005 | -.241 |
| I think organization's management is quite fair and highly qualified for the job that they do | .330 | .415 | .411 | .212 | .371 | .131 | 1.000 | .529 | -.224 | .134 | .483 | .103 |
| Iam excited to come to work every day at the organization | .395 | .674 | .529 | .221 | .463 | .068 | .529 | 1.000 | -.193 | -.022 | .423 | .125 |
| I look out for job opportunities in other related organizations | -.155 | -.207 | -.153 | -.169 | -.045 | .024 | -.224 | -.193 | 1.000 | -.278 | -.104 | -.169 |
| I appreciate the honesty and openness of the communication within the organization | .141 | .240 | .091 | .251 | .123 | -.169 | .134 | -.022 | -.278 | 1.000 | .084 | .231 |
| I see myself working for this organization in the long run | .119 | .397 | .437 | .005 | .350 | -.005 | .483 | .423 | -.104 | .084 | 1.000 | .043 |
| I engage actively in matters concerning the running of this organization  | -.028 | .254 | -.055 | .361 | .112 | -.241 | .103 | .125 | -.169 | .231 | .043 | 1.000 |

**Source**: Field Data, 2020

From inter item matrix analysis the findings indicated that there is perfect correlation of item with a statistical significant level of r=1. Therefore, it provided the researcher with reliable information relevant to the objective

**Effect of Relationship with Supervisor on Employee Performance**

**Table 4.47: Item Analysis on Effect of Relationship with Supervisor on Employee Performance**

|  | Mean | Std. Deviation | N |
| --- | --- | --- | --- |
| There is high organization commitment in work related factors | 2.4900 | 1.11460 | 100 |
| There is a culture of co working within the department and managing director | 2.5100 | 1.09632 | 100 |
| There is better treatment of employee by the managing director | 2.3400 | 1.14786 | 100 |
| There is good means of sharing information among the employee | 2.7600 | 1.28015 | 100 |
| Handling employee opinion during meeting with head of departments | 2.3900 | 1.12721 | 100 |
| Good internal communication contribute to the increase of professional skills | 2.1800 | .96797 | 100 |
| The organization behavior of feedback and involvement in decision making helps in improve our performance | 2.1200 | 1.19155 | 100 |
| Team work spirit helps to reduce absenteeism in working place  | 2.2100 | 1.09448 | 100 |

**Source**: Field Data, 2020

The findings from table 4.46 clearly demonstrate that good means of sharing information among employee was so important in examining the cumulative effect of employee performance. It implies that almost all respondents were positively acknowledging it.

**Table 4.48: Inter-Item Correlation Matrix**

|  | There is high organization commitment in work related factors | There is a culture of co working within the department and managing director | There is better treatment of employee by the managing director | There is good means of sharing information among the employee | Handling employee opinion during meeting with head of departments | Good internal communication contribute to the increase of professional skills | The organization behavior of feedback and involvement in decision making helps in improve our performance | Team work spirit helps to reduce absenteeism in working place  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| There is high organization commitment in work related factors | 1.000 | .364 | .137 | .515 | .329 | -.008 | .366 | .321 |
| There is a culture of co working within the department and managing director | .364 | 1.000 | .278 | .455 | .328 | .065 | .107 | .146 |
| There is better treatment of employee by the managing director | .137 | .278 | 1.000 | .118 | .138 | .490 | .000 | .031 |
| There is good means of sharing information among the employee | .515 | .455 | .118 | 1.000 | .283 | .255 | .469 | .418 |
| Handling employee opinion during meeting with head of departments | .329 | .328 | .138 | .283 | 1.000 | .129 | .311 | .285 |
| Good internal communication contribute to the increase of professional skills | -.008 | .065 | .490 | .255 | .129 | 1.000 | .139 | .193 |
| The organization behavior of feedback and involvement in decision making helps in improve our performance | .366 | .107 | .000 | .469 | .311 | .139 | 1.000 | .252 |
| Team work spirit helps to reduce absenteeism in working place  | .321 | .146 | .031 | .418 | .285 | .193 | .252 | 1.000 |

From inter item matrix there is statistical significant of the questionnaire item with a perfect correlation of one (r=1).

**Effect of training on employee performance**

**Table 4.49: effect of training on Employee Performance**

|  | Mean | Std. Deviation | N |
| --- | --- | --- | --- |
| Employee offered with technical training  | 2.2600 | .96001 | 100 |
| The company provide employee with quality training  | 2.6000 | 1.23091 | 100 |
| The organization offers employee with skills training  | 2.4600 | 1.15837 | 100 |
| There is professional training  | 2.4300 | 1.24117 | 100 |
| The organization provides employee with safety training  | 2.8300 | 1.28751 | 100 |
| Employee training helps organization to improve the productivity | 2.6500 | 1.47282 | 100 |
| Training helps the organization to increase employee retention  | 2.4800 | 1.21838 | 100 |
| Training helps the employee to increase their creativity and innovation for organization productivity | 2.0600 | 1.05237 | 100 |

**Source**: Field Data, 2020

From cronbach analysis question five is so important in examining effect of training on employee performance as it has the highest score. The implication is that the internal consistence of the questionnaire affected by organization culture of providing employee with safety training to rescue themselves from unsafe condition.

**Table 4.49: Inter-Item Correlation Matrix**

|  | Employee offered with technical training  | The company provide employee with quality training  | The organization offers employee with skills training  | There is professional training  | The organization provides employee with safety training  | Employee training helps organization to improve the productivity | Training helps the organization to increase employee retention  | Training helps the employee to increase their creativity and innovation for organization productivity |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Employee offered with technical training  | 1.000 | .080 | .355 | .261 | .396 | .322 | .186 | .304 |
| The company provide employee with quality training  | .080 | 1.000 | .513 | .530 | .428 | .518 | .439 | .315 |
| The organization offers employee with skills training  | .355 | .513 | 1.000 | .648 | .602 | .640 | .608 | .201 |
| There is professional training  | .261 | .530 | .648 | 1.000 | .508 | .520 | .430 | .158 |
| The organization provides employee with safety training  | .396 | .428 | .602 | .508 | 1.000 | .592 | .639 | .209 |
| Employee training helps organization to improve the productivity | .322 | .518 | .640 | .520 | .592 | 1.000 | .618 | .385 |
| Training helps the organization to increase employee retention  | .186 | .439 | .608 | .430 | .639 | .618 | 1.000 | .166 |
| Training helps the employee to increase their creativity and innovation for organization productivity | .304 | .315 | .201 | .158 | .209 | .385 | .166 | 1.000 |

In inter item matrix the findings revealed perfect correlation coefficient of items with a statistical significant of one across the diagonal (r=1).

Next regression analysis was made with consideration to five assumptions of COMPS, JSECU, RSPV and OPTRAIN as described in table 4.50

**Table 4.50: Summary of Regression Analysis Results**

|  |  |  |  |
| --- | --- | --- | --- |
| Model  | Unstandardized Coefficients  |  |  |
| B | Std. Error | Beta | T | Sig |
| 1 Constant COMPS  | 1.604 | .193 |  | 8.323 | .000 |
| Compensation improving performance | .068 | .074 | .092 | .913 | .363 |
| JSCU | 2.039 | .222 |  | 9.197 | .000 |
| Attract and retain talent  | .211 | .086 | .241 | 2.455 | .016 |
| RSPV | 1.213 | .193 |  | 6.275 | .000 |
| Better treatment by managing director | .413 | .074 | .490 | 5.562 | .000 |
| OPTRAIN | .696 | .248 |  | 2.806 | .006 |
| Improve employee performance  | .559 | .101 | .488 | 5.536 | .000 |

**Source**: Field Data, 2020

The findings from table 4.50 above showed that there is statistical significance correlation of .005 or p≤0.05. The findings indicate linear correlation as regression analysis results have less than .000 statistical significant with normal distribution of items. It signifies that positively employee performance affected by job satisfaction. The findings also suggest that there is consistence of internal reliability of item analysis tested by cronbarch alpha results.

### 4.8 Discussion of the Findings

The study was generally focused on the assessment of the impact of job satisfaction on employee performance. The study guided with a total of five research questions as they are summarized below: The discussion of the findings based on the application of the ideas from the relevant empirical literature review as discussed in chapter two. The discussion is based on research objectives as presented and analyzed in chapter four.

**4.8.1 Effect of Job Satisfaction on Employee Performance**

 The study find out that majority of the employees satisfied with their job. The contributing factors for the highly satisfaction among employees associated with overtime payment, promotion, co-working spirit and job security. These factors impacted into an increase of employees’ performance, increase working morale and retaining talents within the organization. Contrary to this study by Kafyeta (2015), on Factors Influencing Employees’ Job Satisfaction in Public Organizations in Tanzania: A Case of Tanzania Electric Supply Company (TANESCO) Limited in Dar es Salaam indicated that most of employees were not satisfied with their jobs. The factors observed are satisfaction from job incentives, employees training and development, working environment, leadership, the extent of employees’ involvement in decision making, fairness and equality of employees in promotion, and managers’ leadership.

**4.8.2 Effect of Compensation on Employee Performance**

The study findings further revealed that few respondents were dissatisfied with their job. Possibly in other situation working environment does not encourage them to work smoothly. And this may result into poor performance and low organization productivity. Besides the study findings revealed that majority of employees were positively agreed that their performance is highly influenced by compensation offered by the organization. The kind of compensation offered by the organization is of different categories including: annual leave compensation to every employee, maternity leave as a means of improving employee performance, health insurance compensation as well as profit sharing compensation. These factors can be associated with the managing director commitment in managing compensation offered to employees.

On the other hand respondents proclaimed that the organization offers employee with compensation in terms of profit sharing annually. It signifies that what the organization earn annually is equally shared among the employees, so their performance is likely to increase as they feel secured to the present employment. Contrary to this surveys by Danna and David Dornsife (2018) carried out in USA since 2005 reveal that the majority of Americans aren’t satisfied with their work because they are not satisfied with their compensation. They feel that they deserve more given the work that they do so they feel as if they are undervalued. This often leads to a search for greener pastures. Similarly, study conducted by Kafyeta (2015) entitled “factors influencing employees job satisfaction in public organizations in Tanzania; a case of Tanzania Electric Supply Company Limited (TANESCO)” provide a glimpse into job satisfaction in Tanzania indicate that most of the employees were not satisfied with their jobs. The major factors which caused dissatisfaction were job incentives, employees training and development, working environment leadership, the extent of employees’ involvement in decision making, fairness and equality of employees in promotion, and managers’ leadership.

However, few employees disagreed with the assertion that compensation cannot help them to improve their performance. Possibly there is unequal treatment among employees within the same organization and the nature of compensation is likely to be more subjective or offered according to what an individual does. Their performance is likely to be poor and they do not see any significance of being in their current employment. To add few respondents were neither agreed nor disagreed that compensation helps to improve employee performance. Probably they are likely to develop negative implication to the said organization.

**4.8.3 The Effect of Job Security on Employee Performance**

 In the foregoing discussion the study findings revealed that majority of employees agreed that job security helps them to improve their performance. This factor associated with organization commitment to maintain job security, enhancement of employee performance, and enables employees to be creative and innovative. They proclaimed that with the presence of job security the organization provided the employee with ability to use new technology to simplify their work. For example the use mobile phone to inform customers their billing and the monthly charges ought to pay.

However, Study by Mteteleka, (2015) on Job Satisfaction on Employees’ Performance at Ifakara Health Institute, Tanzania showed that the employees of Ifakara Health Institute were lowly satisfied in their job. Their job satisfaction was affected by factors such as job security 83.7%, reward system management 80.2%. These factors in reverse emerged as issues employees considered important and that would likely make them to perform well. Further, the study found that if employees are dissatisfied in their job it can lead to poor performance, losing working morale and lead to absenteeism and turnover.

**4.8.4 The effect of Relationship with Supervisor on Employee Performance**

In the cumulative effect of job satisfaction on employee performance the study revealed that there is positive relationship with supervisor on employee performance. The relationship with supervisor influenced by a number of factors ranging from economic, psychosocial and leadership or management indicator, feedback and involvement of employees in decision making pertaining to the organization success, and the existence of good means of sharing information within the organization. Team work spirit for example helps to reduce absenteeism in working place and increase employee performance as well as retaining workers.

To add the respondents openly declared that there is chain command as every department is free to communicate with the managing director in case of difficulties and find the means of solving recurring problem that may affect organization productivity. On the other hand the employee performance is also impacted by proper mechanism employed by the managing director in handling every employee opinion during the meeting whether it accounts for the existence or not. Contrary to this few respondents were neither agree nor disagree to the statement. Possibly they neither encounter difficulties to communicate with the head of department or managing director or they do not acknowledge the importance of co working relationship within the organization. This may result into an increase or decrease of organization productivity.

**4.8.5 The Effect of Opportunity Training on Employee Performance**

The study further indicated that training offered by the organization contributing to the improvement of their performance. For example, majority of the employees agreed that they are offered with technical training associated with their professional including observing safety during working, plumbering, and engineer related factors. The provided training is so quality because it brings about the desirable goal within the organization. Similarly, study by Ramadhani, (2017), on the effects of human resource management practices on employee’s job satisfaction in Monduli District Council, revealed the positive significant relationship between training and development and job satisfaction but not for compensation and performance appraisal.

Next the findings clearly indicate that training offered to the employee enhance increase of efficiency and effectiveness among the employees. This can be associated with increase of creativity and innovation among the employees within the organization since the organization keeps on retaining the talent and skills portrayed. However, few respondents disagreed that training offered by the organization cannot help them to improve their performance. Hence their retention and performance is likely to be poor. Form regression analysis result there is linear relationship between job satisfaction and employee performance with p<0.05 statistical significant level.

## CHAPTER FIVE

## SUMMARY, CONCLUSION AND RECOMMENDATIONS

### 5.1 Introduction

The chapter presents summary, conclusion and recommendations with respect to the main findings of the study.

### 5.2 Summary of the Main Findings

This study assessed the impact of job satisfaction on employee performance at Tanga Uwasa. Base on the main objectives of the study, four research questions were drawn up to guide data collection and analysis. These focused on effect of compensation on employee performance, effect of job security, effect of relationship with supervisor and effect of training on employee performance. The study findings indicated that majority of employees were satisfied with their job. The level of satisfaction is likely to contribute into an increase of performance, increases of working morale among employees and motivate workers to maintain the highest standard in performing their daily activities. The study findings further indicated that majority of employees agreed that their performance is highly affected by compensation offered by the organization.

The findings also indicated majority of the employees provided with compensation in terms of profit sharing. Many employees agreed that profit sharing given annually according to what the organization earns. Current not much offered as the government introduces new system of paying bills (Government Electronic payment), so if they manage to attain the intended goal the government provide percentage agreed. However, the amount of money received from the central government is mainly for improvement of the services offered to the client.

The results further indicate that a great number of employees declared that job security helps them to improve their performance. Possibly this is because it acts as a catalyst of retaining talent and professional within the same organization for so long. Also it can be associated with the managing director commitment in adhering to the principles and professional code of conduct speculated by the government. It is clearly observed that job security enable the company to retain talent and professionals. This suggest that most employees had been working on the same organization for so long and they are not likely to search for employment in other organization as their employment is secured enough by adhering to employment terms and conditions.

In examining relationship with supervisors on employee performance majority of the respondents was in agreement that relationship with supervisors affects employee performance. The respondents were also in agreement that there is good means of sharing information among the employee as there is team work spirit. It is also revealed that there is positive relationship with supervisor on employee performance at a significant level of 0.001. It signifies that relationship with supervisor is an important factor that affects employee performance and contributes to an increase in organization productivity.

With respect to training offered by the organization, the result showed that majority of the employees agreed on the assertion that training offered by the organization contributed to improvement of their performance. The contributing factors associated with the quality of training that made employees to be creative and innovative.

### 5.3 Conclusion

The findings reflected in the five research questions and in the field observations reveal that majority of the respondents declared that they were highly satisfied with their job. The level of satisfaction to the present job associated with promotion, overtime payment, co-working and job security. Thus these factors are likely to contribute to an increase of employee performance. To add majority of the respondents were in agreement that employee performance is affected by compensation, relationships with supervisors, job security and training offered by the organization.

Compensation in terms of profit sharing encourage employee to improve their performance as they believe on what the organization will provide to them annually. On the other hand job security becomes an important factor that helps employee to improve performance as the managing director complies with the rule and regulation that protect workers right. The findings of this study serve as a predictor of the impact of job satisfaction on employee performance and as a source of information for academics and researchers and decision-makers to strengthen the significance of employee performance so as to increase organization productivity.

### 5.4 Recommendation

The recommendations made in this section based on research findings and conclusion. The following recommendations were made.

### 5.4.1 Recommendations for Action

1. The organization should strengthen the aspects of compensation and supervisors relationship with employee so as to keep on motivating employees to improve their performance. This will contribute to the increase of organization productivity.
2. The organization should give employee opportunity to use their professional skills so as to copy with the technological change and meet the organization goals. This will enable employees to be more efficient in fulfilling their responsibility.
3. The organization should continue providing employees with training regularly so as to attract and retain talent. In doing so employees will not think of looking for similar employment in other organization.

### 5.4.2 Recommendation for Policy Makers

There is a need of defining and redefining principles and procedures guiding employees on how to improve their performance with minimum supervision.

### 5.4.3 Recommendation for Further Studies

1. The study was confined to impact of job satisfaction on employee performance. There is a need to assess the effectiveness of compensation on employee performance.
2. There is a need to conduct an investigation on the role of training in improving employee performance.
3. The study recommends the same study to be conducted in other organization for comparison purpose.

**REFERENCE**

Abadi, F., & Renwarin, J. M. (2017). *Analysis on the Influence of Compensation and Leadership on Job Satisfaction and Its Effect on Job Performance.* In *2017* International Conference on Organizational Innovation(ICOI 2017*)*. Amsterdam: Atlantis Press.

Abuhashesh, M., Al-Dmour, R. & Masa’deh, R. (2019). Factors that affect employees’ job satisfaction and performance to increase customers’ satisfactions. *Journal of Human Resources Management Research*, 1(2019), 1-23.

Alamdar H. K, Muhammad M. N., Muhammad .A. & Wasim, H. (2011). Impact of job satisfaction on employee performance: An empirical study of autonomous Medical Institutions of Pakistan. *African Journal of Business Management*, 6 (7), 1-8.

Ali, W. (2016). Understanding the concept of job satisfaction, measurements, theories and its significance in the recent organizational environment: A theoretical framework. *Archives of Business Research*, 4(1), 100-111.

Armstrong, M. (2010). *A Handbook of Human Resource Management Practice*, 10th Edition. New York: Kogan Page Limited.

Awang, Z., Ahmad, J. H. & Zin, N. M. (2010). Modelling Job Satisfaction and Work Commitment among Lecturers: A Case of UiTM Kelantan. *Journal of Statistical Modeling and Analytics,* 1(2), 45-59.

Bajpai, N. (2011). *Business Research Methods*. New Delhi: Pearson Education.

Breakwell, S. (2006). *Practical and Ethical Issues in Planning Research*. *Research methods in Psychology.* Los Angeles; London: Sage.

Cohen, L., Manion, L. M. & Morrison, K. (2000). *Research Methods in Education.* London: Routledge falmers

Collis, J. & Hussey, R. (2009). *Business Research: A Practical Guide for Undergraduate and Postgraduate Students*. Basingstoke, Hampshire: Palgrave Macmillan.

Creswell, J. W (2009). *Research design: quantitative, qualitative and mixed Methods approaches,* (2nd ed.). Thousand Oaks, Sage Publications.

Creswell, J. W. (2013). *Qualitative inquiry and research design. Choosing among five approaches* *3rd Edition*. London: Sage Publications Inc.

Cronley, C. & kyoung Kim, Y. (2017). Intentions to turnover. *Leadership & Organization Development Journal*, 38(2), 194-209.

Ćulibrk, J., Delić, M., Mitrović, S. & Ćulibrk, D. (2018). Job satisfaction, organizational commitment and job involvement: The mediating role of job involvement. *Frontiers in psychology*, 9(132), 1-10.

Dionco – Adetayo, E. (2011). *Guide to Business Research and Thesis Writing*, 2nd Ed., Ibadan: Rasmsed Publications Limited.

Elman, C., Gerring, J. & Mahoney, J. (2016). Case study research: Putting the quant into the qual. *Sociological Methods & Research,* 45(3), 375–391.

Flyvbjerg, B. (2006). Five misunderstandings about case-study research. *Qualitative inquiry*, *12*(2), 219-245.

Gravetter, F. J. & Forzano, L. A. B. (2009). *Research methods for the behavioral sciences*. Belmont, CA: Wadsworth Cenage Learning

Greystar, (2013). Wage bill increase poses a growing challenge for Tanzania’s economy, Working Paper, ESRF.

Hammersley, M. (2013). *What is Qualitative Research*? New York: Bloomsbury.

Hanaysha, J. (2016). Determinants of job satisfaction in higher education sector: Empirical insights from Malaysia. *International Journal of Human Resource Studies*, 6(1), 129-146.

Harmer, G. (2012). The effects of pay level on organization based self-esteem and performance. A field study. *J. Occup. Organ. Psychol*., 77, 307–322.

Hee, O. C., Ong, S. H., Ping, L. L., Kowang, T. O. & Fei, G. C. (2019). Factors Influencing Job Satisfaction in the Higher Learning Institutions in Malaysia. *International Journal of Academic Research in Business and Social Sciences*, 9(2), 1-10.

Heron, R. (2005). *Job and work analysis: Guidelines on identifying jobs for persons with disabilities*. Geneva: ILO.

Hox, J. J. & Boeije, H. R. (2019). Data collection, primary vs. secondary In: Kempf-Leonard K (ed.) Encyclopedia of Social Measurement. Atlanta, GA. *lsevier Science,* 1, 593–599.

Hulin, C. L. & Judge, T. A. (2003). Job attitudes. In W. C. Borman, D. R. ligen, & R. J. Klimoski (Eds.), *Handbook of psychology: Industrial and organizational psychology,* pp 255-276, Hoboken, NJ: Wiley.

Isangula, K. (2012). Moral and ethical dilemma during medical doctor's strike in Tanzania. PhD research, The University of New South Wales, Australia.

Jacobs. L. C. & Sorensen, C. (2010). *Introduction to Research in Education,* 8th Ed., California: Wadsworth.

Jerome, N. (2013). Application of the Maslow’s hierarchy of need theory; impacts and implications on organizational culture, human resource and employee’s performance. *International Journal of Business and Management Invention*, 2(3), 39-45.

Jinyevu, S. A. (2013). Is there a relationship between employees’ satisfaction and their performance? The case of teachers in Tanzania Government-Owned Schools. *European Journal of Business and Management*, 5(25), 82-91.

Kombo, D. K. & Tromp, D. A. L. (2006). *Proposal and Thesis Writing: An Introduction*. Nairobi: Paulines Publications Africa.

Kothari, C. R. (2004). *Research Methodology and Techniques*, New Delhi: New Age International (P) Limited, Publishers.

Kumerkop, T. ( 2002). *Resarch Methods and Techniques of Social Research.* Accra, Ghana: Son life Pres and services.

Kyumana, V. (2017). Measuring the level of job satisfaction of library staff at the Institute of Finance Management, Tanzania: A case study. *International Journal of Business and Management Invention*, 6(11), 79-85.

Lession, G. (2009). Job satisfaction and employee performance in financial institutions: a case study of selected banks in Tanzania, Doctoral dissertation, University of Dar es Salaam, Taanzania.

Levin, D. M. (1988). *The opening of vision: Nihilism and the postmodern situation.* London: Routledge.

Mello, J. A. (2007). *Strategic Human Resource Management,* 2nd Ed., Boston: Cengage South- Western.

Mpeka, R. L. (2012). A study to examine the determinants of job satisfaction for professional accountants in Tanzania. *Afro-Asian Journal of Finance and Accounting*, *3*(1), 15-33.

Mteteleka, S. P. (2016). Job satisfaction on employees’ performance at Ifakara health institute, Tanzania, Doctoral dissertation, Mzumbe University, Morogoro, Tanzania.

Mugenda, O. M. & Mugenda, A. G. (1999). *Research Methods: Quantitative and Qualitative Aproach,* Nairobi:cts Press.

Muhl, C. J. (2002). What Is an Employee-The Answer Depends on the Federal Law. *Monthly Lab. Rev.*, *125*, 3.

Mullins, L. J. (2002). *Management and Organizational Behavior,* London: Financial Times Prentice Hall.

Ogula, A. P. (2010). *A Guide to Research Proposal and Report Writing*. Nairobi: The Catholic University of Eastern Africa.

Orodho, J. A. (2008).  *Techniques of writing Research Proposals and Reports in Education and Social Sciences*, (2nd Ed.). Maseno, Kanezja HP Enterprises.

Patton, M. Q. (2010). *Qualitative research and evaluation methods*, (3rd Ed.).Thousand Oaks, CA: SAGE.

Perez, M. (2008). *Turnover Intent. A dissertation submitted to the Department of Strategies and Human Resource Management*. p. 264, London: University of Zurich. Publishing.

Phelan, C. & Wren, J. (2006). Exploring reliability in academic assessment. Retrieved on 30th March, 2020 from; <http://www.uni.ed/chifasoa/>Reliability and validity.

Pushpakumari, M. D (2008). Impact of Job Satisfaction on Employees Performance. Arabian Journal of Business and Management, 7(8), 1993-8435

Salisu, J. B., Chinyio, E. & Suresh, S. (2015). The impact of compensation on the job satisfaction of public sector construction workers of jigawa state of Nigeria. *The Business & Management Review*, 6(4), 282.

Shanks, N. H., & Dore, A. (2007). Management and motivation. *Introduction to Health Care Management.* London: Jones &Bartlett Publisher.

Tashakkori. A. & Creswell, J. W. (2007). Developing Publishable mixed method manuscripts. *Journal of mixed methods research,* 1(3), 107-111.

Thomas, R. (2014). Effect of Job Satisfaction on Staff Performance in the Benue State Civil Service.Unpublished seminar paper, Department of Political Science,Benue State University, Makurdi.

Tsigilis, N., Koustelios, A., & Togia, A. (2004). Multivariate relationship and discriminant validity between job satisfaction and burnout. *Journal of Managerial Psychology*, 19(7), 666–675.

Van den Broeck J., Argeseanu Cunningham, S., Eeckels R. & Herbst, K. (2005). Data Cleaning: Detecting, Diagnosing, and Editing Data Abnormalities. PLoS Med 2(10).

Willis, J. W. (2007). *Foundations of qualitative research: interpretive and critical approaches*. London: Sage Publications Inc.

Yilmaz, K. (2013). Comparison of Quantitative and Qualitative Research Traditions: epistemologies, Theoretical and Methodological differences. *European Journal of Education,* 48(2), 311-325.

# APPENDICES

### Appendix 1: Questionnaires to Employees

**SECTION A: Demographic Information**

Please read each question carefully and follow the instruction given.

1. Department…......
2. Please indicate your Gender

Female ( ) Male ( )

1. Marital Status;-

Single ( ) Married ( )

1. Please indicate your Age;

20-30 years ( )

31-35 ( )

36-40 ( )

41 and above ( )

1. Level of your education

Certificate ( )

Diploma ( )

Degree ( )

Masters ( )

1. How many years have you been working at TUWASA

Less than 6 years ( )

7-10 years ( )

11-18 years ( )

Above 18 years ( )

**SECTION B: The effect of job satisfaction on Employee Performance**

1. Indicate the status of job satisfaction
2. Satisfied
3. Dissatisfied
4. If you’re satisfied, please indicate the level of satisfaction in a likert scale (1-strongly agree, 2-Agree, 3-Not sure, 4-Disagree; 5-strongly disagree). Provide one response in every statement.

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| S/N |  | 1Strongly agree | 2Agree | 3NotSure | 4Disagree | 5Strongly disagree |
| 1 | I am happy that I receive the entitled overtime payment on time |  |  |  |  |  |
| 2 | I feel happy when promoted to high position on time |  |  |  |  |  |
| 3 | Co-working habit encourage employee to raise the standard of performance |  |  |  |  |  |
| 4 | Job security is highly satisfied employees |  |  |  |  |  |

1. What is the effect of job satisfaction on employee performance? Tick what is applicable in your case
2. It increases performance
3. It increases working morale
4. It decreases employees’ performance
5. It does not affect employees’ performance
6. Others……………………………………

**SECTION C: The effect of compensation on Employee Performance**

1. Is the organization offers compensation to employee? Yes/No
2. If yes, please answer all the statements using the scale provided (1-strongly agree; 2-Agree; 3-Not sure; 4-Disagree; 5-Strongly disagree) indicating the level of agreement or disagreement on the kind of compensation offered by the organization. Provide one response to every question.

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| S/No. |  | 1 Strongly agree | 2Agree  | 3Not Sure  | 4Disagree  | 5Strongly disagree  |
| 1 | The organization offers health insurance Compensation to employee  |  |  |  |  |  |
| 2 | The organization is highly provided annual leave compensation to every employee |  |  |  |  |  |
| 3 | Employee offered with maternity leave compensation as means of improving performance  |  |  |  |  |  |
| 4 | Our organization provide compensation in term of merit pay for the best employee  |  |  |  |  |  |
| 5 | Our organization provide compensation in terms of office space and parking  |  |  |  |  |  |
| 6 | The organization compensate their employee through profit sharing annually  |  |  |  |  |  |
| 7 | The package of compensation are well managed by the managing director  |  |  |  |  |  |
| 8 | Compensation helps to retain employee  |  |  |  |  |  |
| 9 | Compensation helps to improve employee performance |  |  |  |  |  |
| 10 | Incentive pay helps employee to improve performance |  |  |  |  |  |
| 11 | Profit sharing improve employee performance |  |  |  |  |  |

**SECTION D: Effect of relationship with immediate supervisor on employee performance**

This section aims to find out the extent to which relationship with immediate supervisor is applied in this institution to ensure job satisfaction and employee performance. Please indicate the level of agreement or disagreement from the statement given in likert scale.

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| S/No | Variables  | 1 Strongly agree | 2Agree  | 3Not Sure  | 4Disagree  | 5Strongly disagree  |
| 1 | There is high organization commitment in work related factors  |  |  |  |  |  |
| 2 | There is a culture of co working within the department and managing director  |  |  |  |  |  |
| 3 | There is better treatment of employee by the managing director  |  |  |  |  |  |
| 4 | There is good means of sharing information among the employee  |  |  |  |  |  |
| 5 | Handling employee opinion during meeting with head of departments |  |  |  |  |  |
| 6 | Good Internal communication contribute to the increase of professional skills  |  |  |  |  |  |
| 7 | The organization behavior of feedback and involvement in decision making helps to improve our performance |  |  |  |  |  |
| 8 | Team work spirit helps to reduce absenteeism in working place  |  |  |  |  |  |
| 9 | My immediate supervisor is doing a good job |  |  |  |  |  |
| 10 | My immediate supervisor knows what is going on in my work group |  |  |  |  |  |
| 11 | My immediate supervisor holds regular meetings with my work groups. |  |  |  |  |  |
| 12 | I feel free to talk openly and honestly to my manager. |  |  |  |  |  |

**SECTION E: Effect of job security on employee performance**

1. Is the organization has a tendency of maintaining job security to their employees’? Yes/No
2. Please indicate the level of agreement or disagreement from the statement given in likert scale describing the perceived benefit of job security on employee performance

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| S/No | Variables  | 1Strongly agree | 2Agree | 3NotSure | 4Disagree | 5Strongly disagree |
| 1 | Job security helps the organization to attract and retain talent  |  |  |  |  |  |
| 2 | Job security enhanced improvement of employee job performance |  |  |  |  |  |
| 3 | The organization commitment to maintain job security |  |  |  |  |  |
| 4 | Job security enable employee to establish communication with managing director |  |  |  |  |  |
| 5 | Stability of job security at my work helps employee to be creative and innovative  |  |  |  |  |  |
| 6 | The absence of job security made employee to think of searching for a new job in other organization |  |  |  |  |  |
| 7 | I think organization’s management is quite fair and highly qualified for the job that they do. |  |  |  |  |  |
| 8 | I am excited to come to work every day at the organization |  |  |  |  |  |
| 9 | I look ought for job opportunities in other related organizations. |  |  |  |  |  |
| 10 | I appreciate the honesty and openness of the communication within the organization |  |  |  |  |  |
| 11 | I see myself working for this organization in the long run |  |  |  |  |  |
| 12 | I engage actively in matters concerning the running of this organization. |  |  |  |  |  |

1. In what ways job security affects employee performance?
2. ………………………..
3. ………………………………..
4. ……………………………
5. ……………………………
6. To what extent job security affect employee performance in this organization

High extent ( )

Moderate ( )

Less extent ( )

**SECTION F: Effect of training opportunity on employee performance**

1. The following are the common types of training offered to the employees’. Please indicate the level of agreement or disagreement from the statement given in likert scale

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| S/N | Variables  | 1 Strongly agree | 2Agree  | 3Not Sure  | 4Disagree  | 5Strongly disagree  |
| 1 | Employee offered with technical training |  |  |  |  |  |
| 2 | The company provide employee with quality training |  |  |  |  |  |
| 3 | The organization offers employee with skills training  |  |  |  |  |  |
| 4 | There is professional training  |  |  |  |  |  |
| 5 | The organization provides employee with safety training  |  |  |  |  |  |
| 6 | Employee training helps organization to improve its productivity  |  |  |  |  |  |
| 7 | Training helps the organization to increase employee retention  |  |  |  |  |  |
| 8 | Training helps the employee to increase their creativity and innovation for organization productivity  |  |  |  |  |  |

1. What is your opinion in relation to the effect of job satisfaction on employee performance

### APPENDIX II: EMPLOYEE PERFORMANCE

For each of the statement indicate the level of agreement or disagreements in a likert scale ranging from agree to strongly disagree.

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| S/No | Variables | Agree | Stronglyagree | Not sure | Disagree | Strongly disagree |
| 1 | The nature of compensation I get for doing a good job is encouraging |  |  |  |  |  |
| 2 | My pay is relevant to education qualification  |  |  |  |  |  |
| 3 | The organization policy of compensation increase employee performance  |  |  |  |  |  |
| 4 | Training offered regularly contribute to the improvement of employee performance  |  |  |  |  |  |
| 5 | Collective agreement with managing director motivate employee to increase efficient within the organization  |  |  |  |  |  |
| 6 | The performance of the organization is better than other organizations |  |  |  |  |  |
| 7 | My performance is better than other colleague in this organization  |  |  |  |  |  |
| 8 | I am proud to tell others that I am part of this organization |  |  |  |  |  |
| 9 | My organization inspires the best job performance from me |  |  |  |  |  |
| 10 | I am proud to be part of my section/department/service. |  |  |  |  |  |
| 11 | Deciding to work for this organisation was a mistake on my part |  |  |  |  |  |
| 12 | I would recommend this as a good place to work |  |  |  |  |  |
| 13 | My immediate manager lets me know how I am doing |  |  |  |  |  |
| 14 | I feel my views count in my section. |  |  |  |  |  |
| 15 | I work in the organization as if it were my own |  |  |  |  |  |
| 16 | I am always on time |  |  |  |  |  |
| 17 | I work in the organization as if it were my own |  |  |  |  |  |
| 18 | I contribute efficiently to the team’s performance |  |  |  |  |  |

My current organization will not cut back on the number of hours I work each week. .38

If my current organization were facing economic problems, my job would be the

first to go (reverse scored). .56

I am confident that I will be able to work for my organization as long as I wish. .87

My job will be there as long as I want it. .92

If my job were eliminated, I would be offered another job in my current

organization. .49

Regardless of economic conditions, I will have a job at my current organization. .75

I am secure in my job. .84

My current organization would transfer me to another job if I were laid off from my

present job. .49

My job is not a secure one (reverse scored). .85

I fear that a temporary employee may someday take my job

A .50

Temporary employees have more interesting job assignments than full-time

(permanent) employees at my organization.

A .66

When my organization hires temporary employees, I feel less secure about my job.

A .75

The temporary employees make me feel threatened. .79

Temporary employees threaten my job status. .92

I do not consider temporary employees to be a threat to my job (reverse scored). .35

It would be best if my organization did not use temporary employees (reverse

scored).

B .77

To meet our work demands, my organization needs to use temporary employees.

b.55

It would be best for me if my organization did not use temporary employees (reverse

scored). .73

It would be best for my organization if it did not use temporary employees (reverse

scored). .83

There are a number of benefits associated with the use of tempor