

**INFLUENCE OF WORKING ENVIRONMENT ON JOB SATISFACTION FOR
ADMINISTRATIVE STAFF OF PUBLIC UNIVERSITIES IN TANZANIA: A
CASE OF THE OPEN UNIVERSITY OF TANZANIA**

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**A DISSERTATION SUBMITTED IN PARTIAL FULFILMENT OF THE
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MANAGEMENT**

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MANAGEMENT**

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CERTIFICATION

The undersigned certifies that he has read and hereby recommends for acceptance by the Open University of Tanzania (OUT) a dissertation entitled; “**Influence of Working Environment on Job Satisfaction for Administrative Staff of Public Universities in Tanzania: A Case Study of The Open University of Tanzania**”. In partial fulfilment of the requirements for award of the Degree of Master in Human Resource Management (MHRM) of The Open University of Tanzania.

.....

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(Supervisor)

.....

Date

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DECLARATION

I, **Charles Arnold Mwasi**, 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 fulfilment of the requirement for the Degree of Master of Human Resource Management of The Open University of Tanzania.

.....

Signature

.....

Date

DEDICATION

This work is dedicated to my late father Arnold Azimio Mwasi, grandmother Dinah Blandina Maduhu and Julia Jacob Mwasi.

My deep appreciation goes to my beloved wife, Magreth Chrispine Mwamtobe and my sons Charleson Charles Mwasi and Charleston Charles Mwasi who endured with me during the entire period of the study.

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ABSTRACT

The main objective of this study was to assess the influence of working environment on job satisfaction for administrative staff in Public Universities in Tanzania with special reference to The Open University of Tanzania (OUT). Specifically, this study examined the physical working environment, social working environment; and financial working environment. Purposive sampling technique was used to obtain sample size of 140 administrative staff at the OUT. The study is quantitative, and data obtained through questionnaires were analysed quantitatively using descriptive and inferential statistics analysing software. The study findings unveil that, physical working environment, social working environment and financial working environment significantly influenced the job satisfaction for administrative staff in public universities in Tanzania. Again, the findings revealed that, social working environment is the leading influencer of job satisfaction, followed by physical working environment and financial working environment. It is recommended to improve working environment for administrative staff of OUT especially by improving their benefits and allowances offered above salary, ensuring there are well established work plans and existence of regular meeting with staff as well as providing working equipments. Improving those, will have positive influence on job satisfaction for administrative staff at the OUT.

Keywords: *working environment, job satisfaction, administrative staff, public universities*

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LIST OF ABBREVIATIONS AND ACRONYMS

CFA	Confirmatory Factor Analysis
CFI	Comparative Fit Index
DEO	District Education Officer
FWE	Financial Working Environment
ICT	Information, Communication and Technology
JS	Job Satisfaction
KFC	Kentucky Fried Chicken
MSQ	Minnesota Satisfaction Questionnaire
MUCE	Mkwawa University College of Education
NCR	National Capital Region
OUT	The Open University of Tanzania
PWE	Physical Working Environment
RMSEA	Root Mean Square Error of Approximation
SPSS	Statistical Package for Social Science
SRMR	Standardized Root Mean Square Residual

SWE	Social Working Environment
TANESCO	Tanzania Electric Supply Company
TLI	Tucker – Lewis Index
TSD	Teachers’ Service Department
USA	United States of America
USIU	United States International University
VIF	Variance Inflation Factor

CHAPTER ONE

INTRODUCTION

1.1 Overview

This study was about the influence of working environment on job satisfaction for Administrative staff of Public Universities in Tanzania: A case study of The Open University of Tanzania. The chapter briefly introduced the background to the study, statement of the research problem, research objectives (general and specific research objectives), hypothesis, relevance of the research and the organization of the study.

1.2 Background to the study

The highest and most valuable asset to any organization is its human resource. Currently, all over the world, employees are recognized as a driving force enabling organizations to achieve competitive advantage because human resources with positive attitudes at the workplace can promote organizational success (Aboramadan, Albashiti, Alharazin, & Dahleez, 2020). This means skill, qualities, and competencies of the human resources are very essential to define employee outcomes such as work engagement and organizational commitment (Aboramadan, Albashiti, Alharazin, & Dahleez, 2020).

Employees who work in a poor work environment are considered to be counter-productive, they tend to exhibit counter-productive behaviour such as burnout, withdrawal, as well as aggression in the workplace (Ahmad and Sattar, 2017). Global perspective on work environment is that perceived fairness, procedural justice, and fair workplace policies play the greatest role in employees perceiving their work environment positively (Ahmad and Sattar, 2017). In addition, working environment has significant importance toward quality education in the higher education institutes because of its impact on retention of best employees (Ashraf, 2019)

Job satisfaction represents an emotional response to the current situation in the workplace, with which an employee is faced. Job satisfaction is a perception of an employee between what he or she wants from the job and what the job realistically provides. (Stanovska and Osmani, 2017). Job satisfaction has been gaining attention from both researchers and managers, especially due to the contemporary rise of the idea recognizing the significance of people in terms of achieving competitive advantage and sustainability in organizations (Karamanis, Arnis, & Pappa, 2019). Job satisfaction components consisted of job position, control of supervisors, relationship with colleagues, job content, benefits including promotion, good physical working environment as well as organizational structure (Luddy, 2005). The more working environment comply with the employee's needs, values and traits, the more employees are satisfied (Ngoc, 2019).

The working environment consists of two broader dimensions such as work and context. Work includes all the different characteristics of the job like the way job is carried out and completed, involving the tasks like task activities training, control on one's own job related activities, a sense of achievement from work, variety in tasks and the intrinsic value for a task (Sousa-Poza and Sousa-Poza, 2000). The basic aspect of the job satisfaction results has shown that there is a positive link between work environment and basic aspect of the job satisfaction (Gazioglu and Tanselb, 2006). The second dimension of job satisfaction known as context comprises of the physical working conditions and the social working conditions (Skalli, Theodossiou, & Vasileiou, 2008).

Many research papers Mgaiwa (2021), Bushiri (2014), Kafyeta (2015), Shonje (2016), Makafu, (2017). Basak and Govender (2015), Agbozo, Owusu, Hoedoafia, & Atakorah (2017), Osibanjo, Abiodun, & Adeniji (2014), Opeke, Ikonne, & Adewoyin (2019), Ombima (2014), Ngoc (2019), Khandelwal and Saxena (2019), Bhavya and Satyavathi (2017), Karamanis, Arnis, & Pappa (2019), Unutmaz (2014) have shown that there is a positive link between work environment and job satisfaction (Skalli, Theodossiou, & Vasileiou, 2008). Different factors within the working environment such as wages, working hours, autonomy given to employees, organizational structure and communication between employees and management may affect job satisfaction (Lane, Esser, Holte, & Anne, 2010). According to Chandrasekar (2011), employees' productivity

is determined by the environment in which they work. The utmost significant empirical evidence which indicates the deteriorating working environment of an organization has to do with the reduced job satisfaction rate (Salunke, 2015).

1.3 Statement of the research problem

Most of the higher learning institutions fails to understand the importance of working environment for staff job satisfaction and thus face a lot of difficulties during their work, such organizations are internally weak therefore unable to introduce innovative products and services into the market to surpass their competitors (Aiken, Clarke, & Sloane, 2002). Employee is an essential component in the process of achieving the mission and vision of a business. Employees should meet the performance criteria set by the organization to ensure the quality of their work (Raziq & Maulabakhsh, 2015).

Workplace environment plays an essential role towards workers' performance and productivity in any organization (El-Zeiny, 2013). When people are working in situations that suit their physical and mental abilities, the correct fit between the person and work task is accomplished. The significance of job satisfaction is bolded by Armstrong (2007) with the statement that the case of job satisfaction cannot be separated from performance of employees.

Yet, there are limited studies concerning the influence of working environment on administrative staff job satisfaction in Public University especially in developing countries. The current proposed study will bridge the gap by assessing the influence of working environment on job satisfaction for administrative staff at The Open University of Tanzania.

1.4 Research objectives

1.4.1 General research objectives

The main objective of the study is to assess the influence of working environment on job satisfaction for administrative staff in public universities in Tanzania.

1.4.2 Specific research objectives

In order to accomplish this general objective, the study will focus on the following specific objectives.

- i) To examine the influence of physical working environment on employee job satisfaction for administrative staff at OUT.
- ii) To determine the influence of social working environment on employee job satisfaction for administrative staff at OUT.

- iii) To identify the influence of financial working environment on employee job satisfaction for administrative staff at OUT.

1.5 Hypothesis

The following are series of assumptions formulated to identify influence of working environment on job satisfaction for administrative staff in public universities in Tanzania.

- (i) Physical working environment has significant positive influence on administrative staff job satisfaction.
- (ii) Social working environment has positive influence on administrative staff job satisfaction.
- (iii) Financial working environment has significant positive influence on administrative staff job satisfaction.

1.6 Relevance of the research

This particular study was important for the following reasons: It would help Human Resource officers and management of Public service organizations in the delivery of services that meet employees and employers' expectations; The study would provide necessary knowledge in management field, working environment of staff, gross

satisfaction level of staff and factors affecting the work environment in University setting; also, it would help decision and policy makers to assess the influence of working environment on job satisfaction for administrative staff and probably acquaint them with the strategies to deal with such challenges;

In terms of academicians and researchers, the study would provide an extra mile platform for further researches on the assessment of the influence of working environment on job satisfaction for administrative staff in Universities; and meanwhile, the study would assist public service organizations to appreciate the importance and the significance of the working environment on job satisfaction for administrative in Higher Learning Institutions.

1.7 Scope of the study

The study narrowed its scope by assessing the influence of working environment on job satisfaction for administrative staff at The Open University of Tanzania which included the Accountants, Accounts Officers, Administrative Officers, Admission Officers, Assistant Supplies Officers, Assistant ICT Officers, Drivers, Estate Officers, Executive Assistants, Human Resources Officers, ICT Officers, Internal Audit Officers, Legal Officers, Library Assistants, Library Officers, Office Assistants, Office Management Secretaries, Personal Secretaries, Planning Officers, Examination Officers, Public

Relations Officers, Students Welfare Officers, Records Management Assistants, Technicians and Transport Officers. There are various criteria for choosing The Open University of Tanzania to be studied. Representativeness and uniqueness are among of the criteria. The Open University of Tanzania operates in more than 30 Regional Centres in Tanzania.

1.8 Organisation of the study

This report has six chapters. Chapter one comprises of the Introduction, background of the study, statement of the problems, research objectives, hypothesis, relevance of the study, scope of the study and organization of the study. Chapter two revises the theoretical literature review, empirical literature review, conceptual framework and research gap. Chapter three shows research methodology including research design, study area, population of the study, sample size, sampling techniques, data collection methods, data analysis, ethical consideration and the last one is reliability and validity of study. Chapter four present and interpret the find of the research, charter five discuss the finding and chapter six provide conclusions and recommendations.

CHAPTER TWO

LITERATURE REVIEW

2.1 Overview

Chapter two presents the literature relevant to the study. The chapter composed of four parts which include theoretical literature review, the empirical review of literature, conceptual framework, and the research gap.

2.2 Conceptual definitions

2.2.1 Working environment

The work environment is defined by Huysamen (1999) as physical work environment, human work environment, and organizational environment. Working environment factors was defined by Salunke (2015) as Physical environment which includes infrastructure, noise and temperature. Mental environment combined co-worker relationships, exhaustion, and boredom, whilst social environment had the meaning of employee's belongingness to some social group. The physical work environment is the physical aspect of the working area such as place, lighting, appliances, etc (Skalli, Theodossiou, & Vasileiou, 2008). The human work environment is the relationship between the employees with their peers (Gazioglu & Tanselb, 2006). The organizational environment is the

procedures and organization system that runs in the workplace (Sousa-Poza & Sousa-Poza, 2000).

2.2.2 Job satisfaction

Spector (1997) defined job satisfaction as “related to the way how people feel about their job and its various aspects. Job satisfaction and job dissatisfaction can appear in any working environment that make workers like or dislike their job.” Locke (1976) defined job satisfaction as a pleasurable emotional state, which results from the appraisal of one’s job experiences. The benefits of creating job satisfaction are numerous. According to Mosaddegh-rad (2004), job satisfaction is one of the most important factors in job accomplishment and results in greater effectiveness, efficiency and productivity as well as feelings of personal satisfaction. In general, most definitions of job satisfaction cover the affective feelings employees have towards their job. This could be the feeling employees have towards their colleagues, pay or working environment (Hassard, Teoh, & Cox, 2016).

2.2.3 Administrative staff

According to Ngirwa (2005), the administrative staff are those employees who provide indirect service to the mainstream work flow of the organization. They include a wide

range of expert and support services (Personnel assistant, planning officers, internal audit, secretarial services, public relations department, human resource management)

2.3 Critical review of supporting theories

Frederick Herzberg's theory, often called the two factor theory designed in year 1959 and focuses on those sources of motivation which are related to the accomplishment of work (Hall and Williams 1986). Herzberg concluded that job satisfaction and dissatisfaction were the products of two separate factors: motivating factors (satisfiers) and hygiene factors (dissatisfiers). Based on two hundred engineers and accountant feedback collected in the USA regarding their personal feelings towards their working environments, Herzberg defined two sets of factors in deciding employees working attitudes and level of performance, named Motivation & Hygiene Factors (Robbins, 2009). Motivation factors are intrinsic factors that will increase employees' job satisfaction; while Hygiene Factors are Extrinsic Factors to prevent any employees' dissatisfaction. Herzberg furthered that full supply of Hygiene Factors will not necessarily result in employees' job satisfaction. In order to increase employees' performance or productivity, Motivation factors must be addressed.

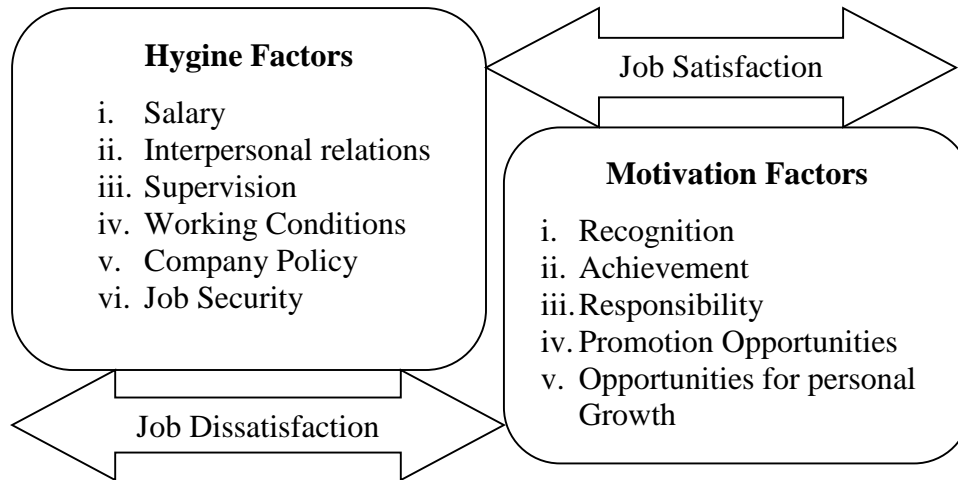


Figure 2.1: Herzberg's motivation hygiene theory

Source: Frederick Herzberg, (1959)

The implication for organizations to use this theory is that meeting employees' extrinsic or hygiene factors prevent employees from becoming actively dissatisfied. To motivate employees, organizations should focus on supplying intrinsic or motivation factors (Robbins, 2009).

Extrinsic Factors are also well known as job context factors serve as guidance for employers in creating a favorable working environment where employees feel comfortable working inside. When all these external factors were achieved, employees

will be free from unpleasant external working environment that will banish their feelings of dissatisfactions (Robbins, 2009).

Intrinsic Factors are very effective in creating and maintaining more durable positive effects on employees' performance towards their jobs as these factors are human basic needs for psychological growth. Intrinsic Factors will drive employees to insert additional interest into their job. When employees are well satisfied by motivational needs, their productivity and efficiency will improve. This theory further proposed the Intrinsic and Extrinsic Factors are interdependence to each other. For instance, a study by Wan Fauziah and Tan (2013) among 124 employees from electronic companies in Malaysia revealed the employees have some differences in their intrinsic and extrinsic motivation factors. Hence, organizations should modulate their operations and procedures to satisfy both intrinsic and extrinsic motivation factors of their employees.

2.3.1 Theoretical framework

The theoretical framework based on the existing theory in a field of enquiry that related and reflected the variables of a study (Grant and Osanloo, 2014). The theoretical framework for this study was built along the Herzberg two factor theory. It suggests that, working environment has great impact on Job satisfaction. In this respect, the Herzberg

two factor theory guided the study in assessing the influence of working environment on job satisfaction for administrative staff at the Open University of Tanzania.

2.3.2 Relevance of the theory to the study

Despite the importance given to hygiene factors, it is concluded that motivational factors increase job satisfaction, and their absence leads to dissatisfaction among employees. But nonetheless, the hygiene factors should not be ignored (Pestonjee and Basu, 1972). Furthermore, much of Herzberg's two factors theory have been emphasized as determinants of job satisfaction thus providing further support for the two-factor theory of motivation (Joshi and Sharma, 1997). Studies have also revealed that much of the listed satisfiers and motivators were in line with the Herzberg's two factors theory.

2.4 Empirical analysis of relevant studies

2.4.1 Empirical studies in worldwide

This part presents the general studies on the working environment and job satisfaction; Ngoc (2019), conducted a study on Job satisfaction of administrative staff in Vietnamese Public Technology University. The research was to provide an in-depth of job satisfaction of administrative staff in Vietnamese public technology university and identifies the factors influencing on their job satisfaction. Both quantitative and qualitative research

applied in this study. Findings of this research show that the working environment has the strongest positive impact on the job satisfaction of administrative staff at the public university. Some alternative solutions on improving the working environment are supervisor's feedback, fair payment system and training provided to administrative staff were suggested. This study extends the conclusion by assessing the impact of working environment on job satisfaction for administrative staff in public Universities which makes it to be unique.

Khandelwal and Saxena (2019), carried out a study which examined the impact of work environment on job satisfaction with the spotlight on KFCs in Delhi NCR region. In order to increase efficacy, effectiveness, productivity and work commitment of employees, the business must satisfy the needs of its employees by allowing good working environment. The objective of the study was to analyse the impact of a working environment on employee job satisfaction. The study employed a quantitative methodology. The other purpose of the paper is to ascertain the impact of physical and mental environment on employees' performance, to know the overall satisfaction level of the employees in KFCs and study whether physical, social and psychological work conditions affect job satisfaction. The research concludes that the employee oriented environment has a remarkable effect on employees' satisfaction and consecutively on their performance. The

findings of the study emphasize the need for management to improvise the work atmosphere of employees to raise its productivity.

Bhavya and Satyavathi (2017), conducted a study on Employee job satisfaction. The objective of the study is to analyse the impact of working environment on employee job satisfaction. The study employed a quantitative methodology. Data was collected through a self-administered survey questionnaire. The questionnaire is adopted from a previous validated assessment. The target population consists of educational institutes, banking sector and telecommunication industry operating in the city of Hyderabad. Simple random sampling is used for collection of data from 80 employees. The results indicate a positive relationship between working environment and employee job satisfaction. The study concludes with some brief prospects that the businesses need to realize the importance of good working environment for maximizing the level of job satisfaction. This paper may benefit society by encouraging people to contribute more to their jobs and may help them in their personal development and development. Hence, it is vital for an organization to motivate their employees to work hard for achieving the organizational goals and objectives.

Karamanis, Arnis, & Pappa (2019) conducted a study on Impact of working environment on job satisfaction: evidence from Greek public sector. As a case study, work satisfaction

is examined among employees of the Region of Epirus, Greece who, on a daily basis, serve the needs of a large geographical region. In order to achieve this, we conducted an empirical research in 2018 using the Minnesota Satisfaction Questionnaire (MSQ) model. From the findings of the research and in accordance with those of other international surveys, they conclude that satisfaction from endogenous factors (e.g. activity, independence, creativity etc.) is higher than exogenous (e.g. human relations, remuneration, colleagues, working conditions etc.). In addition, the study of satisfaction per group of employees indicates that the Director/Office Manager and the University Educational employees appear more satisfied when it comes to satisfaction deriving from endogenous factors and more dissatisfied as far as indicators of exogenous satisfaction is concerned.

2.4.2 Empirical studies in Africa

Basak and Govender (2015), conducted a study on the effect of work environment on job satisfaction with the spotlight on a merchant bank in Ghana. Among other objectives, the paper set out to ascertain the impact of physical, social and psychological work environment on overall satisfaction level of employees in the bank. Stratified sampling technique was adopted to select the sample for the study. Questionnaire was used as the research instrument while Statistical Package for Social Science (SPSS) was employed to analyze the data gathered from the field study. Findings of the study indicated that most

of the staff at the bank are satisfied with their work environment especially the physical environment. The paper concludes that the environment has a significant effect on employees' satisfaction. The findings of the paper emphasize the need for management to improve the work environment of employees to boost productivity.

Opeke, Ikonne, & Adewoyin (2019), conducted a study on Job Satisfaction among Library Personnel in Public Universities in South-West Nigeria. The study investigated job satisfaction among library personnel in public universities in South-West, Nigeria. The study was based on Herzberg two-factor theory. The dimensions of job satisfaction that the study covered included salary, job security, supervision, relationship with co-workers, promotion and work itself. Survey research design was adopted for the study. Data was collected through a structured questionnaire from the professional and paraprofessional staff in university libraries in South-West, Nigeria. Findings revealed that the level of job satisfaction of the respondents was high. Contributing to this was satisfaction with job security, relationship with co-workers, work itself and recognition. The results also revealed although the level of job satisfaction of the respondents was high, they were not satisfied with their salary. Out of all the dimensions of job satisfaction, satisfaction with salary had the lowest mean. Thus, the study recommends that the problem of low salary should be tackled in order to improve the level of satisfaction with salary among library personnel in Public Universities in South-West Nigeria.

Osibanjo, Abiodun, & Adeniji (2014), conducted a study on the Impact of job environment on job satisfaction & commitment among Nigerian nurses. The study main objective was to examine the impact of job environment (work-family interface, climate, work roles, and job security) on job satisfaction and commitment among Nigerian nurses. A model was developed and tested using two hundred and twenty eight valid questionnaires, which were completed by nurses in the public hospitals in Lagos, Nigeria. Structural Equation Modeling was adopted to test the hypotheses and relationships that might exist among variables. The results show that strong relationship exists between job security and job satisfaction; and workers are not satisfy with the present condition of the job environment. The summary of the findings indicates a good fit, which implies that there is strong correlation between the tested dependent and independent constructs. However, decision makers should endeavour to make job environment conducive in order to earn workers' commitment, which tends to increase organizational performance.

Ombima (2014), carried out a study on the factors affecting employee job satisfaction in institutions of higher education in Kenya. The main purpose of this study was to investigate the factors affecting employee job satisfaction in institutions of higher education in Kenya with a specific reference to USIU. The targeted population consisted of 353 United States International University (USIU) employees: 106 of the said

employees were used as the sample size representing the total population. Proportionate stratified random sampling technique was used for this study. The primary data collection tool used was administered questionnaires. The findings regarding the demographics characteristics indicate that men dominate the work force while majority of the respondents' decision to work with USIU was predicated on better pay and incentives. The indicators clearly showed that most of them are satisfied with their jobs at USIU. The findings for the economic factors affecting employee job satisfaction indicate that on average employees agree that their salary is paid on time and makes them comfortable. Conversely, employees were in concurrence with the fact that their salary does not match the cost of living in the country. The recommendations that were made are that institutions of higher education in Kenya should pay more attention to all the above mentioned environmental factors in order to remain relevant and competitive in the labor market while at the same time conforming to the human resource best practice.

2.4.3 Empirical studies in Tanzania

In Tanzania context there are limited number of study conducted on the influence of working environment on job satisfaction for administrative staff in public university. The studies were Mgaiwa (2021), Makafu (2017), Bushiri (2014), Kafyeta (2015) and Shonje (2016).

Mgaiwa (2021), conducted a study on Academics' job satisfaction in Tanzania's higher education: The role of perceived work environment. The study acknowledges that in the last several decades, numerous studies have assessed the association between employees' work environments and job satisfaction globally. However, little research has addressed academics' job satisfaction in non-European countries, and studies of Tanzania are particularly scarce. Drawing on Lewin's field theory, the study sought to fill that gap by examining the relationship between Tanzanian academics' perceived work environment and their job satisfaction, as measured by the Minnesota Satisfaction Questionnaire (MSQ). The study was quantitatively driven, with a cross-sectional survey design. The results demonstrated that academic freedom, participative decisions, teamwork, supervision, and resources statistically significantly predicted academics' job satisfaction over and above their marital status, gender, age, academic rank, and institutional type.

Makafu (2017), conducted a study on the factors influencing academic staff job satisfaction in public higher learning institutions: a case of Mkwawa University college of education. The study presents factors influencing academic staff job satisfaction in higher learning institutions. The study employed mixed research approach for which both qualitative and quantitative methods were used and used Mkwawa University College of Education (MUCE) found in Iringa region as a case study. The study found that higher learning academic staff job satisfaction is influenced by both intrinsic and extrinsic

factors. Academic staff are satisfied by intrinsic factors and less by the extrinsic factors such as working conditions, infrastructure, policies and remuneration, despite such weakness they are generally satisfied by the job and committed to the organization. Based on the findings of this study MUCE is recommended to work on staff incentives and improve the infrastructures in the College including Offices, lecture rooms and laboratories.

The current study will cover the gap by focusing only on assessing the influence of working environment on job satisfaction for administrative staff at OUT.

Bushiri (2014), carried out a study on the impact of working environment on employees' performance, the case of Institute of Finance Management in Dar es Salaam. Organizations must step outside their traditional roles and comfort zones to look at new ways of working. They have to create a work environment where people enjoy what they do, feel like they have a purpose, have pride in what they do, and can reach their potential. The study aimed to assess the impact of working environment on employees' performance at Institute of Finance Management in Dar es Salaam Region. For the purpose of this study, descriptive research design was used. Simple random sampling technique was respectively used to select the respondents for the study. Respondents for this study were

fifty (50) made up of twenty-five (25) senior staff and twenty-five (25) junior staff. Structured questionnaires were used for data collection.

The study findings indicate that, organization working environment had an impact on members as far as respondents are concerned. The study also revealed that employees' will improve their performance if the problems identified during the research are tackled by the management. The problems are flexibility of working environment, work noise distraction, supervisor's interpersonal relationship with subordinates, presence of job aid, the use of performance feedback and improve of work incentives in the organization so that to motivate employees to perform their job. In conclusion based on the findings the study recommended that, the organization needs to have periodic meetings with employees to air their grievances to management and serve as a motivating factor to the employees. Management should find ways and means of communicating their goals and strategies to their employees in order to achieve what the organization is in business for, its mission and vision.

Kafyeta (2015), conducted a study on the factors Influencing Employees' Job Satisfaction In Public Organizations In Tanzania: A Case of Tanzania Electric Supply Company (TANESCO). The study determines the factors that influence job satisfaction in public organizations in Tanzania, using TANESCO as a case study. The objective of the study is

to determine the factors which influence employees' job satisfaction at work places. Data were collected using questionnaires, oral interviews, and observations. Questionnaires were distributed to 210 respondents. The findings show that most of employees were not satisfied with their jobs. The factors observed are satisfaction from job incentives, employees training and development, working environment, leadership, the extent of employees involvement in decision making, fairness and equality of employees in promotion, and managers leadership.

Shonje (2016), carried a study on the influence of working environment on teachers' job satisfaction: The case of Kisarawe district public secondary school teachers, Tanzania. The study assessed of the influence of working environment on teachers' job satisfaction, the case of Kisarawe district public secondary schools teachers, Tanzania. The study sought to address three objectives, first; to assess the influence of teachers working environment on job satisfaction of public secondary school teachers' in Kisarawe district. Second, to determine the teachers' level of job satisfaction in Kisarawe district council. Thirdly, to analyze the influence of working environment on teachers' job satisfaction and work performance in Kisarawe district.

The study was guided by Maslow's motivation theory of Need, and Herzberg's Hygiene Theory. The study used descriptive survey design with case study approach. Data were

collected using the questionnaire, interview, observation checklist and documentary review. The sample size consisted of 107 respondents. This included 100 classroom teachers, one DEO, five heads of school and one TSD officer. DEO, TSD, heads of school were purposive sampled while teachers sample was selected using purposive random sampling strategy, where by schools were chosen using stratified simple random sampling. The data analysis was done using tables of simple frequency distribution, percentages, graphs, and charts. The findings reveal that teachers work in poor conditions typified with lack in-service training, promotion and necessary facilities like chairs, housing. Most of them live a long distance from schools where they teach hence affecting them to fulfill their day to day responsibilities which leads to lowering their morale of work. This results into teacher absenteeism and lateness which leads to lower students' academic performance. The study recommends among others for the government to address teachers' problem through providing them adequate teaching facilities, in-service training, promotion, accommodation.

2.5 Conceptual framework

The conceptual framework explains the main issues under the study in either graphically or in a narrative form (Miles and Herberman, 1994). Conceptual frame work is a system of concepts, assumptions, expectations, beliefs and theories which support and inform that the research is a key part of the design (Fisher, 2010).

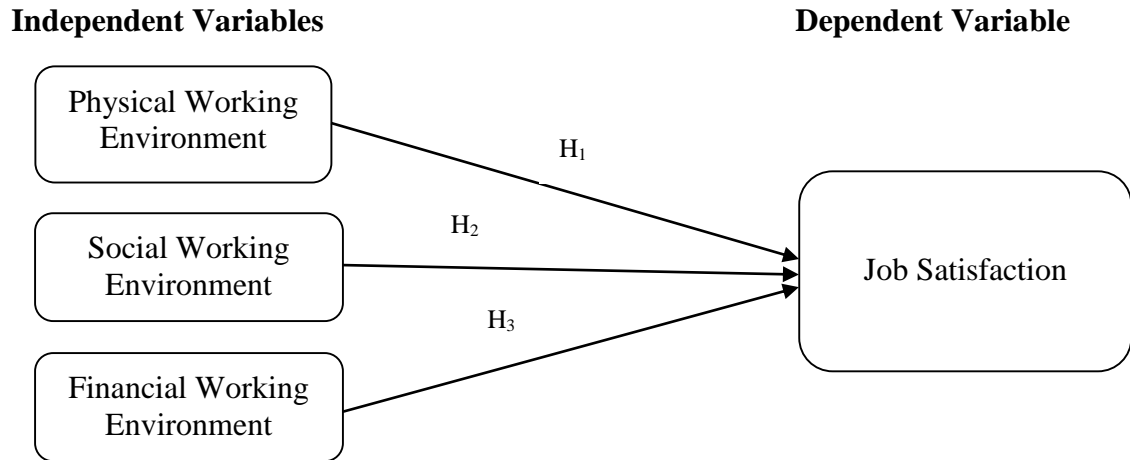


Figure 2.2: Conceptual Framework

Source: Researcher (2022)

The independent variable is working environment which included physical working environment, social working environment and financial working environment at the OUT while the dependent variable is job satisfaction for staff at the OUT. In this respect, an assessment of the influence of working environment on job satisfaction for administrative staff at OUT. This was supported by Herzberg's two factor theory designed in year 1959 which suggests that, working environment has great impact on Job satisfaction.

2.6 Research gap

According to Kumar, (2011) unanswered questions and gaps are identified through passing in literatures, theories and journals of relevant study. A number of studies have been made concerning assess the influence of working environment on job satisfaction for

administrative staff in various organization. Some of the contributors of working environment on job satisfaction includes; Mgaiwa (2021), Bushiri (2014), Kafyeta (2015), Shonje (2016), Makafu, (2017). Basak and Govender (2015), Osibanjo, Abiodun, & Adeniji (2014), Opeke, Ikonne, & Adewoyin (2019), Ombima (2014), Ngoc (2019), Khandelwal and Saxena (2019), Bhavya and Satyavathi (2017), Karamanis, Arnis, & Pappa (2019).

Despite the fact that studies have been made as provided above, Herzberg two factor theory reveals a theoretical gap in the Physical, Social and Financial working Environment. This study will attempt to assess the influence of working environment on job satisfaction for administrative staff in Public Universities. This is the area that none of the previous studies on the influence of working environment on job satisfaction for administrative staff in Tanzania public university had specifically focused on.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Overview

This chapter presents the methodologies that were used in the collection, interpretation, analysis and presentation of data. It covers the following aspects; research strategies containing philosophy, research approach, design, study population and area of the research, sampling procedures which entails the techniques that were used in selection of participants, data collection methods, data processing and analysis, validity and reliability testing and ethical considerations which provide assurance of being guided by research ethics in the study.

3.2 Research philosophy

According to Saunders Lewis, & Thornhill (2009) the term research philosophy relates to the development of knowledge and the nature of the particular knowledge. It involves examining the nature of knowledge itself, how it comes into being and is transmitted through language (Patton, 2002).

Thus, social researchers, as in all professions and human activities, perform their work based on a specific understanding of nature and reality and on their role in society. At the same time, the inquirers have a self-understanding about the meaning, purpose, and role

of their research in society and the optimal form of competent study whether this self-understanding is implicit or explicit (Greene and Hall, 2010).

Therefore, the chosen research philosophy is based on the researcher's personal beliefs, which have been shaped during the course of conducting the research. The nature of the research topic itself has influenced the philosophical assumptions of the underlying research. Significantly, the chosen paradigm aims to best answer the research questions, applying the chosen specific research design (Hürlimann, 2019).

Positivism was adopted as the underlying research philosophy of this study as it bases on objectivism. The positivist's goal is to discover laws to explain the way the world works (Monette, Sullivan, & DeJong, 2013) and to create generalizable statements about cause and effect relationships (Kanellis and Papadopoulos, 2009). Conducting research from a positivistic position was best possible method because it involves a non-judgmental detachment of the researcher in relation to the study (David and Sutton, 2011).

Moreover, the study used quantitative paradigm which makes use of questionnaires, surveys and experiments to gather data that is revised and tabulated in numbers so as allows data to be characterized by the use of statistical analysis (Hittleman and Simon,

1997). The purpose of using such paradigm is to gain understanding of the phenomenon from the point of view of the respondents and its particular social and institution context.

3.3 Survey population

Fraenkel and Wallen (2009) described that, population encompassing all the members of a particular group who are of interest to the researcher. Population includes individuals with certain particular uniqueness. Therefore, the study population comprises of 216 administrative staff of the Open University of Tanzania.

In this respect a population is the universe of units from which the sample is to be selected (Bryman, 2008). Therefore, the researcher considered a target population as all members, individuals or groups of people and other members that a researcher wishes to capture in the study. In this regard, the targeted population includes members from human resource department, supervisors of administrative staff and administrative staff. The rationale for using this target population was due to the fact that, these populations had adequate and relevant information that met the objectives of the study.

3.4 Area of the survey

The study area refers to a location at which data are collected and gathered in a research, a report and or a map preparation (Kumar, 2011). The study was conducted at the Open University of Tanzania. There were various criteria for choosing Open University of Tanzania as case study. Representativeness and uniqueness are among of the criteria. The Open University of Tanzania operates in more than 30 Regional Centres in Tanzania compared to other Higher Learning Institutions which operates in only one region. The area was proposed because the organization portrays a significant problem of working environment on job satisfaction.

3.5 Sampling design and procedures

Fisher, (2010), states that, Sampling is a part of research which deals with the puzzling question of sampling and focuses upon how the researcher selects those who will participate in the study. In this study, sampling covered the following aspects; sampling techniques and sample size.

3.5.1 Sample size

According to Emmel (2013), a sample is a segment of the population that is selected for investigation. Yamane (1967) provides a simplified formula to calculate sample sizes.

$$n = \frac{N}{(1 + N(e)^2)}$$

Where;

n = Sample size

N = population size

e = margin error

Basing on Yamane (1967) method for sample size calculation, a sample size of this study consist of 140 respondents from the population of 216 administrative staff at the Open University of Tanzania derived from categorized departments and sections found in the study area. Below is the mathematical computation of this study sample size using Taro Yamane method.

$$n = \frac{216}{(1 + 216(0.05)^2)}$$

$$n = 140$$

Therefore, the sample size for this study was 140.

3.5.2 Sampling techniques

Sampling technique refers to the procedure adopted by a researcher in selecting items for sample (Kothari 2004). It is also referred to as procedures or selection of the representative subsection. Sampling techniques will involve the use of probability and non-probability

sampling (Taherdoost, 2016). The study used non-probability sampling technique which was purposive sampling.

The non probability form of sampling in which the researcher does not seek to sample research participants on a random basis. The goal of purposive sampling was to sample participants in a strategic way, those sampled were relevant to the research questions that are being posed (Bryman, 2008). This technique was used to select administrative staff from the Open University of Tanzania.

3.6 Types of data and data collection methods

According to Krishnawami, Ranganathan & Harikumar (2016), data are facts and other relevant materials, past and present, serving as the basis for study and analysis. In this study, types of data to be used are primary data and secondary data.

3.6.1 Primary data

Primary data refers to an original and unique data, which are collected directly by the researcher from the source (Mesly, 2015). In this study, the primary data will be collected through self-administered questionnaires where the researcher distributed the

questionnaires to the administrative staff who were purposely selected at the Open University of Tanzania.

3.6.2 Secondary data

The secondary data refers to the information gathered from secondary sources (Kothari, 2004). Secondary data consists of readily available compendia and already compiled statistical annual reports that data may be used by researchers for their studies (Krishnawami, Ranganathan & Harikumar, 2016). In this study, the secondary data were collected from reviewing existing internal records of the study area, websites, Journals, Brochures and government publications. Secondary data were collected by reviewing literature from other previous researchers and official documents from OUT.

3.7 Methods of data collection

According to Ahuja (2015), methods of data collection are regarded as techniques used in gathering information on the targeted variables in a very systematic way and which then enables one to answer relevant questions and evaluate the impact. This study used the following methods;

3.7.1 Questionnaire method

A questionnaire is a data collection technique in which each person is asked to respond to the same set of questions in a predetermined order (Saunders, Lewis & Thornhill, 2003). The purpose of using this method was to get a broad-based view of the respondents about the working environment influence on job satisfaction for administrative staff at the Open University of Tanzania.

The questionnaires were designed in relation to the research objectives and the questions will be set in form of statements in which the respondents are to be asked to tick the number of their choice selected to be their personal opinion to each particular statement. This method was convenient in collecting data within a short time, build involvement, relatively inexpensive, yield relevant, quantifiable data that are easy to summarize and anonymity that might encourage honesty. Questionnaires were distributed to departments and sections to bring in-depth information about the empirical facts, some information from individuals with background and who explored information on working environment for the administrative staff.

3.7.2 Documentary review

According to Payne & Payne 2004, a documentary review method involves the study of existing documents, either to understand their substantive content or to illuminate deeper

meanings which may be revealed by their style and coverage. This method was used to collect the secondary data. Secondary data will be collected from published and non-published recorded documents such as journals, paper works and websites records concerning various conditions and procedures towards working environment conditions. Some data will be obtained by requesting data or report from responsible officers for further references that helped the researcher.

3.8 Data processing and analysis

Data analysis is defined as a critical examination of the assembled and grouped data for studying the characteristics of the object under study and for determining patterns and relationships among the variables relating to the study topic (Krishnawami, Ranganathan & Harikumar, 2016). The data to be used in this study is to be analyzed through descriptive and inferential statistics. This helped the researcher to describe and summarize data to make the generalizations of facts easily. Descriptive statistics were used to analyze quantitative data which were presented through frequencies, tables, figures, and percentages.

3.9 Research validity and reliability

Easwaran (2010), articulates that, the quality of research depends on the design of research instruments as well as application of these instruments in data collection in the field which includes validity and reliability.

3.9.1 Research validity

Brayman (2012) articulates that validity is the issue of whether an indicator that was planned to test a concept really measured the concept. The goal of measurement validity is to ensure that instruments such as questionnaires are consistently and reliably measuring something (Giddings and Grant, 2007). Achieving validity involves using strategies that address potential issues in data collection, data analysis and the interpretations that might compromise the integration of the quantitative methods of the study and the conclusion drawn from quantitative, (Creswell and Clark, 2011).

To ensure validity of instruments, the questionnaires were developed under close guidance of the supervisor. Questions were designed and then pre-tested with participants from target population. This helped to identify unclear questions in the instruments; their comments are to be combined into the final version of questionnaires and be able to re-align them to the objectives and the specific questions of the study.

Suhr (2006) explained confirmatory factor analysis (CFA) as a statistical technique used to verify the factor structure of a set of observed variables. CFA allows the researcher to test the hypothesis that a relationship between observed variables and their underlying latent constructs exists. The study used knowledge of the theory, empirical research, or both, postulates the relationship pattern a priori and then tests the hypothesis statistically.

3.9.2 Research reliability

Reliability of an instrument was the measure of the degree to which a research instrument yields consistent results or data after repeated trials (Mugenda and Mugenda, 2003). Also, reliability is the consistency of scores, which is the ability of an instrument to produce approximately the same score for an individual over repeated testing (Lodico, Spaulding & Voegtle 2010). In order to ensure reliability, Cronbach's alpha will be used, because is one of the most widely used measures of reliability in the social and organizational sciences (Bonett and Wright, 2015).

3.10 Expected results of the study

Picking the right cases for study, understanding and correctly translating the dynamics to one's own situation, are critical for successful problem solving (Sekaran, 2003). This study was highly expected to help Human resource management practitioners and

Management of OUT in the delivery of services that meet employees and employers' expectations since, the study provides necessary knowledge on how working environment can influence staff job satisfaction on administrative staff in University setting, it will help decision and policy makers to identify challenges of working environment at the University. This would acquaint them with the strategies to deal with such challenges. For academicians and researchers, the study aimed to provide an extra mile platform for further researches on working environment for administrative staff in Public Universities.

3.11 Research ethics

Cooper and Emory (2000), articulated that, Ethics are important to all parties associated with research as they affect the merits of individuals and ultimately the quality of data obtained. Hence, the application of ethical procedures to research activities should be primarily designed to protect the rights of participants from harmful or adverse consequences (Patton, 1990) and (Miles and Huberman, 1994). To meet the requirements, the Open University of Tanzania, standard ethical safeguards was carefully observed in this study. The researcher before going for data collection sought and got the permission to do so from the concerned authorities.

Also, the researcher is to ensure observation of human rights in the whole process of data collection. Privacy of participant who helped the researcher in one way or another to get

proper information and freedom of time and expression to participants were considered. The researcher will ensure information discussed remained confidential without disclosing it to unauthorized people. Research participants were informed that they are free to participate in the research or not to. They were also be informed to be free to mention or not to mention their names during data collection and are to be assured that data collected were treated as collective responses from all participants.

CHAPTER FOUR

PRESENTATION AND INTERPRETATION OF THE RESEARCH FINDINGS

4.1 Overview

This chapter presents the findings whereby the general objective of the study was an assessing the influence of working environment on job satisfaction to administrative staff in Public Universities in Tanzania; a case study of the Open University of Tanzania. 140 questionnaires were distributed to 140 respondents and all responded completed answering the questionnaires. Also, it presents and discusses both descriptive and inferential findings from the study. In descriptive analysis frequency tables were produced to describe personal information of administrative staff. Descriptive statistics such as mean and standard deviation were produced to examine the importance of factors in each aspect (physical working environment, social working environment, financial working environment and job satisfaction). In inferential analysis Pearson Coefficient of Correlation was carried out to study the associations/relations among physical working environment, social working environment, financial working environment and job satisfaction. Regression analysis was used to fit the model on the level of job satisfaction, physical working environment and social working environment.

4.2 Demographic characteristics of the respondents

Table 4.1: Demographic characteristics of the respondents (N = 140)

Variable	Characteristic	Frequency	Percent
Educational level	Form Four	9	6.43
	Certificate	2	1.43
	Diploma	43	30.71
	Bachelor Degree	58	41.43
	Masters' Degree	28	20.00
Working experience (<i>in years</i>)	0-3	7	5.00
	4-6	26	18.57
	7-9	19	13.57
	10 and Above	88	62.86
Gender	Male	73	52.14
	Female	67	47.86
Marital Status	Single	23	16.43
	Married	115	82.15
	Separated	1	0.71
	Widow(er)	1	0.71
Age (<i>in years</i>)	20-30	9	6.43
	31-40	74	52.86
	41-50	40	28.57
	51-60	17	12.14

Source: Researcher, (2022)

4.2.1 Description of respondents by gender

The study findings in Table 4.1 unveil that, in this study there were more males (52.14%) than female (47.86%) respondents. The assertion is in agreement with the study by Cotter *et al.*, (2004) in which showed 86% males and 74% females hence more male than female counterpart employees in the labour market.

4.2.2 Description of respondents by age

The majority of the respondents (52.86%) fall within the age of 31 to 40 years. Meanwhile, 28.57% (40) of the 140 respondents were between the ages of 41 and 50 years, 12.14% (17) were between the ages of 51 and 60 years, and 6.43% (9) were between the ages of 20 and 30 years. Table 4.1 shows that, most of the respondents are below the age of 40 years. This age group of the respondents' distribution is an implication of youthful, productive and active workforce. These finding were similar to Barrow (2015) where the majority of the respondents fall within the age below 40 years in most public institutions.

4.2.3 Description of respondents by level of education

In terms of education results indicate that most of the respondents 41.43% (58) were holders of a Bachelor degree while, 30.71% (43) held Diploma in different areas, 20%(28) were holders of Master degree, 1.43% (2) were holders of Certificates and 6.43% (9) had

Ordinary level education (form four). The finding of the study signified the majority had high education and very few had a lower level of education at the OUT due to the fact that the lowest level of respondents was Ordinary level and the highest level was Master degree. These findings were similar to Barrow, (2015) who founded out that, most of the respondents were holders of bachelors' degree.

4.2.4 Respondents' marital status

Table 4.1 also presents data on the marital status of the staffs at OUT. It shows that the majority 82.15% (115) of the respondents were married. These were followed by those who were single 16.43% (23). In addition, about 0.71% (1) of the staff was separated and 0.71% (1) of staff was widow(er). This is due to the fact that, majority of the respondents 81.43% (114) falls in the age group of 30 and 50 years which is supported by Tanzania Women and Men Facts and Figures 2017 booklet of the National Bureau of Statistics (NBS) that the median age at first marriage for women of ages 20 to 24 is 19.2 and the medium age at first marriage for men of ages 25 to 29 years is 23.8.

4.2.5 Respondents' working experience level

With regard to working experience, Table 4.1 shows that the highest proportion 62.86% (88) of the respondents worked for 10 years and above. These were followed by

respondents who worked between 4 to 6 years 18.57% (26). In addition, 13.57% (19) of the respondent worked between 7 to 9 years in the study. Only 5% of respondents worked between 0 to 3 years. As indicated in Table 4.1, majority of the respondents had 10 and above years working experience at OUT. This indicates that most of the administrative staff at the OUT had accumulated experience in their different duties and responsibilities. These findings relate to Muma *et al.*, (2014) where the majority of the respondents had worked for a long duration of more than 10 years at Jomo Kenyatta University of Agriculture and Technology.

4.3 Physical working environment

In the first objective the purpose was to find out the influence of physical working environment on employees' job satisfaction. The researcher formulated a questionnaire with statements coded PWE1, PWE2, PWE3, PWE4, PWE5 and PWE6. The researcher presented the findings of the study in summarized form by computing the percentage of responses on whether the respondent strongly agree, agree, neither agree nor disagree (neutral), disagree and strongly disagree a respective statement.

According to the findings in Table 4.2, 62.2% of the respondents agreed, 24.3% disagreed and 13.5% of the respondents were neutral on the statement with code PWE1 that stated,

I am happy with my office space, ventilation and arrangement. On the statement with code PWE2 that stated University provides all the required work equipment to assist you to work efficiently, the respondents were of the view that 42.9% agreed, 30.7% disagreed and 26.4% were neutral. On the statement coded PWE3 that stated, I don't mind about the kind of furniture I have to perform, findings were 42.2% that agreed, 41.1% that disagreed and 16.4% were neutral to the statement. The findings on the statement with code PWE4 was 47.2% agreed, 27.8% disagreed and 25% were neutral on the statement that stated, my chair is comfortable enough to enable me perform my tasks.

For the statement coded PWE5 that stated, the noise levels in the workplace are at bare minimum, the findings were 64.3% agreed, 11.4% disagreed and 24.3% were neutral on the statement. Lastly, on the statement coded PWE6 stated that, our university has good air ventilation and lighting to enable me performs my duties comfortably, the findings were 80.8% agreed, 12.1% disagreed and only 7.1% were neutral.

Table 4.2: Physical working environment (N = 140)

Variable	Percentage					Total
	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	
I am happy with my office space, ventilation and arrangement.	12.9	49.3	13.5	15.7	8.6	100
University provides all the required work equipment to assist you to work efficiently	8.6	34.3	26.4	27.1	3.6	100
I don't mind about the kind of furniture I have to perform.	2.9	39.3	16.4	25.0	16.4	100
My chair is comfortable enough to enable me perform my tasks.	2.9	44.3	25.0	20.7	7.1	100
The noise levels in the workplace are at bare minimum.	19.3	45.0	24.3	10.7	0.7	100
Our university has good air ventilation and lighting to enable me performs my duties comfortably.	27.9	52.9	7.1	10.0	2.1	100

Source: Researcher, (2022)

4.4 Social working environment

The second objective aimed to find out the influence of social working environment on employees' job satisfaction. In compliance to the objective two of the study, the researcher formulated a questionnaire with twelve (12) statements coded as SWE1, SWE2, SWE3, SWE4, SWE5, SWE6, SWE7, SWE8, SWE9, SWE10, SWE11 and SWE12. The researcher presented the findings of the study in summarized form by computing the percentage of responses on whether the respondent strongly agree, agree, neither agree nor disagree (neutral), disagree and strongly disagree a respective statement.

The results in the Table 4.3 reveals that, 67.8% of the respondents agreed, 10% disagreed and 22.2% neither disagreed nor agree (neutral) on the statement coded SWE1 with the statement that, I am satisfied with how members of my work group solve problems. The findings revealed that, 90% of the respondents agreed while only 1.4% of the respondents disagreed and 8.6% of the respondents were neutral on the statement with code SWE2 with a statement, I am friendly to people in my immediate group at work place. 87.2% of the respondents agreed on the statement, 5.7% disagreed and 7.1% were neutral to the statement code SWE3 that stated, I feel free to talk openly and honestly with members of my work group. On the other hand, 78.6% of the respondents agreed whereas 1.4% disagreed and 20% were neutral to the statement with coded SWE4 stating that, my co-workers listen to me when I need to talk about work-related problems.

To the statement coded SWE5, the respondents responded as follows; 53.6% agreed while 12.2% disagreed and 34.2% were neutral on the statement stated that, my co-workers help me with difficult tasks. Among 140 of the respondents, 80% agreed while 10% disagreed and neutral were 10% to a statement coded SWE6 stating that, I feel free to talk openly and honestly to my supervisor. Also 70% of the respondents agreed while 6.4% of the respondent disagreed and 23.6% of the respondent neither disagreed nor agreed on the statement coded SWE7 stating that, my supervisor gives me clear instructions on how and what to do. 68.6% of the respondents agreed, 2.9% disagreed and 28.5% neither disagreed

nor agree (neutral) on the statement coded SWE8 with the statement that, my supervisor is always available and willing to give me advice whenever I need.

Moreover, the findings revealed that, 65% of the respondents agreed while 5% of the respondents disagreed and 30% of the respondents were neutral on the statement with code SWE9 with a statement, my supervisor helps me in getting the job done. 57.1% of the respondents agreed on the statement, 28.6% disagreed and 14.3% were neutral to the statement code SWE10 that stated, my supervisor holds regular meetings with my work groups. On the other hand, 45.7% of the respondents agreed whereas 37.2% disagreed and 17.1% were neutral to the statement with coded SWE11 stating that, my supervisor establishes work plans and work objectives with me. Lastly, the statement coded SWE12, stating that, my supervisor is willing to devote time to help me perform my job, 49.3% agreed with the statement, 24.3% disagreed and 26.4% were neutral.

Table 4.3: Social working environment (N = 140)

Variable	Percentage (%)					Total
	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	
I am satisfied with how members of my work group solve problems.	11.4	56.4	22.2	10.0	0.0	100
I am friendly to people in my immediate group at work place	26.4	63.6	8.6	1.4	0.0	100
I feel free to talk openly and honestly with members of my work group.	27.9	59.3	7.1	5.7	0.0	100
My co-workers listen to me when I need to talk about work-related problems.	15.7	62.9	20.0	1.4	0.0	100
My co-workers help me with difficult tasks.	7.9	45.7	34.2	2.9	9.3	100
I feel free to talk openly and honestly to my supervisor.	14.3	65.7	10.0	10.0	0.0	100
My supervisor gives me clear instructions on how and what to do.	18.6	51.4	23.6	5.7	0.7	100
My supervisor is always available and willing to give me advice whenever I need.	17.9	50.7	28.5	2.9	0.0	100
My supervisor helps me in getting the job done.	15.0	50.0	30.0	5.0	0.0	100
My supervisor holds regular meetings with my work groups.	20.7	36.4	14.3	22.2	6.4	100
My supervisor establishes work plans and work objectives with me	4.3	41.4	17.1	27.9	9.3	100
My supervisor is willing to devote time to help me perform my job.	4.3	45.0	26.4	15.0	9.3	100

Source: Researcher, (2022)

4.5 Financial working environment

The third objective aimed to find out the influence of financial working environment on employees' job satisfaction. In compliance to the objective two of the study, the researcher formulated a questionnaire with twelve (10) statements coded as FWE1, FWE2, FWE3, FWE4, FWE5, FWE6, FWE7, FWE8, FWE9, and FWE10. The researcher presented the findings of the study in summarized form by computing mean and standard deviation of responses on whether the respondent strongly agree, agree, neither agree nor disagree (neutral), disagree and strongly disagree a respective statement in order to determine the level of satisfaction.

The results in the Table 4.4 reveals that, 77.9% of the respondents agreed, 1.4% disagreed and 20.7% neither disagreed nor agree (neutral) on the statement coded FWE1 with the statement that, my salary is paid on time which makes me happy and comfortable. Meanwhile, the findings revealed that, 9.3% of the respondents agreed while only 70% of the respondents disagreed and 20.7% of the respondents were neutral on the statement with code FWE2 with a statement, I am satisfied with my current salary. 30% of the respondents agreed on the statement, 40% disagreed and 30% were neutral to the statement code FWE3 that stated, my salary is competitive with similar jobs I might find elsewhere. On the other hand, 79.3% of the respondents agreed whereas 13.5% disagreed and 7.2% were neutral to the statement with coded FWE4 stating that, my salary does not

match with cost of living in the country. The statement coded FWE5, the respondents responded as follows; 15% agreed while 50% disagreed and 35% were neutral on the statement stated that, I am paid fairly for the work I do.

Among 140 of the respondents, 92.1% agreed while 1.4% disagreed and neutral were 6.5% to a statement coded FWE6 stating that, increasing my salary package will make me happier. Also 92.9% of the respondents agreed while 0.7% of the respondent disagreed and 6.4% of the respondent neither disagreed nor agreed on the statement coded FWE7 stating that, Salary offered should be adjusted more frequently to meet the changing cost of living. 21.4% of the respondents agreed, 65.7% disagreed and 12.9% neither disagreed nor agree (neutral) on the statement coded FWE8 with the statement that, I am paid overtime for work done beyond normal working hours. Moreover, the findings revealed that, 16.4% of the respondents agreed while 69.3% of the respondents disagreed and 14.3% of the respondents were neutral on the statement with code FWE9 with a statement, I am receiving Leave travel allowance on time. Lastly, 4.3% of the respondents agreed on the statement, 81.4% disagreed and 14.3% were neutral to the statement code FWE10 that stated, I am satisfied with the present benefits and allowances that the organization offers, above salary.

Table 4.4: Financial working environment (N = 140)

Variable	Percentage (%)					Total
	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	
My salary is paid on time which makes me happy and comfortable	29.3	48.6	20.7	0.7	0.7	100
I am satisfied with my current salary	0.0	9.3	20.7	30.7	39.3	100
My salary is competitive with similar jobs I might find elsewhere.	12.9	17.1	30.0	20.0	20.0	100
My salary does not match with cost of living in the country	56.4	22.9	7.2	1.4	12.1	100
I am paid fairly for the work I do	7.1	7.9	35.0	32.1	17.9	100
Increasing my salary package will make me happier	70.7	21.4	6.5	0.0	1.4	100
Salary offered should be adjusted more frequently to meet the changing cost of living.	70.0	22.9	6.4	0.7	0.0	100
I am paid overtime for work done beyond normal working hours	6.4	15.0	12.9	20.7	45.0	100
I am receiving Leave travel allowance on time	1.4	15.0	14.3	28.6	40.7	100
I am satisfied with the present benefits and allowances that the organization offers, above salary	0.0	4.3	14.3	34.3	47.1	100

Source: Researcher, (2022)

4.6 Job Satisfaction

Table 4.5, showed that 20.7% of the respondents agreed whereas 35.7% disagreed and 43.6% were neutral on the statement coded JS1 that stated, I will be happy to spend the rest of my life in this job. 5.7% of the respondents agreed whereas 42.2% disagreed and

52.1% were neutral on the statement coded JS2 that stated, it will be very difficult for me to leave this institution. Also, it was revealed that 61.4% of the respondents agreed, 16.5% disagreed and 22.1% were neutral on the statement coded JS3 that stated, I feel happy to make extra effort for this institution. On the other hand, 65.8% of the respondents agreed, 8.6% disagreed and 25.7% were neutral on the statement coded JS4 that stated, I can easily change my job if I find an alternative.

Moreover, 77.1% of the respondents agreed, 2.1% disagreed and 20.7% were neutral on the statement coded JS5 that stated, I spread good news about this institution. Likewise, 90% of the respondents agreed, 0.7% disagreed and 9.3% were neutral on the statement coded JS6 which stated that, I spread good news about this institution. Meanwhile, 35.7% of the respondents agreed, 17.9% disagreed and 46.4% were neutral on the statement coded JS7 that stated, I am generally satisfied with my job in this institution and finally on the statement coded JS8, 30.7% agreed, 23.6% disagreed and 45.7% neither disagreed nor agreed on statement which states, I am satisfied with my present job's environment and facilities.

Table 4.5: Job Satisfaction (N = 140)

Variable	Percentage (%)					Total
	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	
I will be happy to spend the rest of my life in this job	1.4	19.3	43.6	15.0	20.7	100
It will be very difficult for me to leave this institution	0.7	5.0	52.1	29.3	12.9	100
I feel happy to make extra effort for this institution	19.3	42.1	22.1	13.6	2.9	100
I can easily change my job if I find an alternative	27.9	37.9	25.7	7.9	0.7	100
I am proud to be part of this institution	20.7	56.4	20.7	0.7	1.4	100
I spread good news about this institution	25.7	64.3	9.3	0.0	0.7	100
I am generally satisfied with my job in this institution	11.4	24.3	46.4	15.0	2.9	100
I am satisfied with my present job's environment and facilities.	11.4	19.3	45.7	17.2	6.4	100

Source: Researcher, (2022)

4.7 Summary of the study findings

The findings of the study were presented in accordance to their particular specific objectives and questions one to the third and then summarized. According to table (4.6) the summary of the study findings to the objective and question concerning the physical working environment at OUT revealed that the majority of the respondents 56.6% agreed and 24.6% disagreed. For the second objective and question respectively, concerning social working environment at the OUT the study statistically founded out that, 67.8% of

the respondents agreed where others 12.1% disagreed as shown in the table 4.6. For financial working environment at OUT on influencing job satisfaction displayed in table 4.6 it was revealed that the majority of the respondents 43.8% agreed and the rest 39.3% disagreed upon the influence of financial working environment on job satisfaction at the OUT.

Table 4.6: Summary of the findings

Code	The influence of working environment on job satisfaction for Administrative staff at OUT.		Percentage (%)					Total Agree and Disagree	
			SA	A	N	D	SD	SA+A	SD+D
PWE	Physical Environment	Working	12.4	44.2	18.8	18.2	6.4	56.6	24.6
SWE	Social Working Environment		15.4	52.4	20.1	9.2	2.9	67.8	12.1
FWE	Financial Environment	Working	25.4	18.4	16.9	16.9	22.4	43.8	39.3

Source: Researcher, (2022)

4.8 Reliability using Cronbach Alpha

A test of the reliability of the questionnaire was carried out according to the pilot study. The reliability of an instrument is the degree of consistency which is attributed to the measures it is supposed to be measuring (Shaban, 2008). Cronbach's alpha coefficient was calculated for each question of the questionnaire. The most similar values of alpha

displayed not much difference in the means and variances of the original Likert scales, and hence, standardization did not make a huge difference to the value of alpha. The objectives, value of Cronbach's alpha ranged from 0.72 to 0.81. This range is high enough and acceptable. Table 4.7 also shows the value of Cronbach's alpha for the entire questionnaire, which indicates excellent reliability for the entire questionnaire. Hence, the evidence presented suggested that the data collected from the questionnaire at the OUT was valid, and reliable

Table 4.7: Cronbach's Alpha for each objective of the entire questionnaire (N=140)

SN	Objective	Cronbach's Alpha	Number of Questions
1.	Physical Working Environment	0.73	6
2.	Social Working Environment	0.81	12
3.	Financial Working Environment	0.72	10
4.	Job Satisfaction	0.78	8

A rule of thumb that applies to most situation is: $0.9 \leq \alpha \leq 1.0$ Excellent, $0.8 \leq \alpha < 0.9$ Good, $0.7 \leq \alpha < 0.8$ Acceptable, $0.6 \leq \alpha < 0.7$ Questionable, $0.5 \leq \alpha < 0.6$ Poor and $0.0 \leq \alpha < 0.5$ Unacceptable.

4.9 Validity using Confirmatory Factor Analysis (CFA)

Confirmatory Factor Analysis was used to study the relationships between observed variables and set of continuous latent variables (Physical Working Environment, Social Working Environment, Financial Working Environment and Job Satisfaction). The

confirmatory factor analysis was used to test whether the data fit a hypothesized measurement model.

STATA 12 was used to produce results of Confirmatory Factor Analysis. In this study, three types of indices were applied in investigating the model fit namely absolute fit indices, adjusted for parsimony indices and relative fit indices. Example of the absolute fit indices used is the Standardized Root Means Square Residual (SRMR) and Chi square statistics

In addition, adjusted for parsimony index used in this study was the Root Mean Square Error of Approximation (RMSEA) and relative fit indices used were Comparative Fit Index (CFI) and Tucker – Lewis index (TLI).

Table 4.8 CFA Results for Latent variable: Physical Working Environment (PWE)

Measurement	Coefficient	SE	z	P>z
PWE 1	1			
PWE 2	.8333731	.0775808	10.74	0.000
PWE 3	.2011509	.1049452	1.92	0.055
PWE 4	.5411034	.0870317	6.22	0.000
PWE 5	.2415181	.0836022	2.89	0.004
PWE 6	.5466545	.0786764	6.95	0.000
Indices	Value			
Chi-Square	78.112			
RMSEA	0.234			
CFI	0.747			
TLI	0.579			
SRMR	0.092			

In this output, all factor loadings are statistically significant at 1% level of significance (all p- values are < 0.01) except the factor PWE 3 which is significant at 10 % (p- value < 0.1). The results confirmed that all indicator variables were related to their respective factor (latent variable physical working environment). The results revealed that the chi-square goodness of fit is significant, $\chi^2 = 78.112$, $p < 0.01$, suggesting poor fit of the model to the data. In addition, based on criteria of fit indexes the Root Mean Square Error Approximation (RMSEA) = 0.234; Comparative Fit Index (CFI) = 0.747; and Tucker – Lewis index (TLI) = 0.579 (Not acceptable Fit). The Standardized Root Mean Square

Residual (SRMR) = 0.092 considered indicative of a close fitting model. This means that the selected observed variables used were related to physical working environment.

Table 4.9 CFA Results for Latent variable: Social Working Environment (SWE)

Measurement	Coefficient	SE	z	P>z
SWE 1	1			
SWE 2	.3895139	.07263673	3.08	0.002
SWE 3	.5167821	.0854391	3.32	0.001
SWE 4	.9476023	.0970018	6.04	0.000
SWE 5	.0436269	.0981389	0.22	0.826
SWE 6	1.187577	.0902755	6.24	0.000
SWE 7	1.616202	.076359	7.14	0.000
SWE 8	1.47338	.0892793	7.04	0.000
SWE 9	1.562013	.0867412	7.21	0.000
SWE 10	1.893343	.0750227	6.21	0.000
SWE 11	.6378633	.109853	2.78	0.006
SWE 12	.364246	.1003664	1.73	0.083
Indices	Value			
Chi-Square	83.167			
RMSEA	0.252			
CFI	0.720			
TLI	0.514			
SRMR	0.084			

In this output, most of factor loadings are statistically significant at 1% level of significance (all p- values are < 0.01) except the factor SWE 11 and SWE 12 which is significant at 10 % (p- value < 0.1). The results revealed that the chi-square goodness of fit is significant, $\chi^2 = 83.167$, $p < 0.01$, suggesting poor fit of the model to the data. In addition, based on criteria of fit indexes the Root Mean Square Error Approximation (RMSE) = 0.252; Comparative Fit Index (CFI) = 0.720; and Tucker – Lewis index (TLI) = 0.514. The Standardized Root Mean Square Residual (SRMR) = 0.084 considered indicative of a close fitting model. This means that the selected observed variables used were related to social working environment.

Table 4.10 CFA Results for Latent variable: Financial Working Environment (FEW)

Measurement	Coefficient	SE	z	P>z
FWE 1	1			
FWE 2	.582782	.0746004	10.24	0.005
FWE 3	.291357	.108686	1.44	0.055
FWE 4	.52402	.0752483	2.12	0.000
FWE 5	.287021	.071065	2.84	0.004
FWE 6	.56769	.070626	6.65	0.000
FEW 7	.409568	.0729745	3.84	0.002
FEW 8	.614677	.0864032	4.71	0.001
FEW 9	.5561886	.0758133	2.07	0.000
FEW 10	.333987	.0718258	2.73	0.000
Indices	Value			
Chi-Square	79.122			
RMSEA	0.246			
CFI	0.749			
TLI	0.579			
SRMR	0.097			

In this output, all factor loadings are statistically significant at 1% level of significance (all p- values are < 0.01) except the factor FWE 3 which is significant at 10 % (p- value < 0.1). The results confirmed that all indicator variables were related to their respective factor (latent variable financial working environment). The results confirmed that not all indicator variables were related to their respective factor (latent variable financial working

environment). The results revealed that the chi-square goodness of fit is significant, $\chi^2 = 79.122$, $p < 0.01$, suggesting poor fit of the model to the data. In addition, based on criteria of fit indexes the Root Mean Square Error Approximation (RMSE) = 0.246; Comparative Fit Index (CFI) = 0.749; and Tucker – Lewis index (TLI) = 0.579. The Standardized Root Mean Square Residual (SRMR) = 0.097 considered indicative of a close fitting model. This means that the selected observed variables used were related to financial working environment.

Table 4.11 CFA Results for Latent variable: Job Satisfaction

Measurement	Coefficient	SE	z	P>z
JS 1	1			
JS 2	.7568507	.07537651	4.92	0.000
JS 3	1.320869	.0821188	6.23	0.000
JS 4	-.018847	.1507694	-0.13	0.901
JS 5	1.053944	.0774424	6.04	0.000
JS 6	.8063348	.0981289	5.84	0.000
JS 7	1.057398	.0916073	5.52	0.000
JS 8	1.010685	.0756466	5.04	0.000
Indices	Value			
Chi-Square	75.144			
RMSEA	0.233			
CFI	0.705			
TLI	0.587			
SRMR	0.096			

In this output, all factor loadings are statistically significant at 1% level of significance (all p- values are < 0.01) except the factor JS4 which is not significant at 10 % (p- value > 0.1). The results confirmed that all indicator variables except one variable (JS4) were related to their respective factor (latent variable job satisfaction). The results revealed that the chi-square goodness of fit is significant, $\chi^2 = 75.144$, $p < 0.01$, suggesting poor fit of the model to the data. In addition, based on criteria of fit indexes the Root Mean Square Error Approximation (RMSE) = 0.233; Comparative Fit Index (CFI) = 0.705; and Tucker – Lewis index (TLI) = 0.587. The Standardized Root Mean Square Residual (SRMR) = 0.096 considered indicative of a close fitting model. This means that the selected observed variables used were related to job satisfaction.

4.9.1 Normality

Normal P-P Plot of Regression Standardized Residual

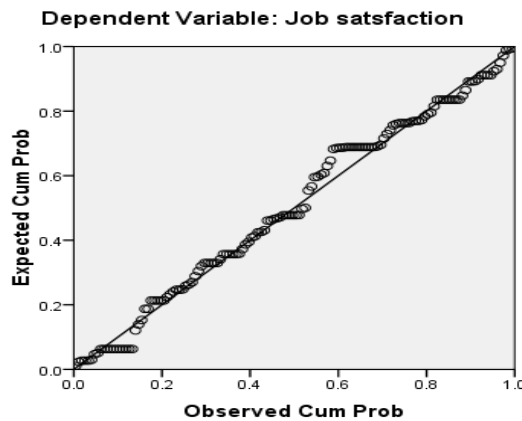


Figure 4.1: Normality

Source: Research findings, 2022

Figure 4.1 show the P-P plot for the model suggested that the data were normally distributed as assumption of normality of the residuals was not violated. Therefore, the results are valid.

4.10 Regression to Analyze the Job Satisfaction

Since the study involved a multi-variable problem that is, more than one independent variable is studied, multiple regression analysis was used. Multiple regressions represent an improvement over simple regressions, since it allows any number of explanatory variables to be included in the analysis (Krekelberg *et al.*, 2006).

The regression model was used to study the effect of independent variables on dependent variable (Job Satisfaction). The independent variables used to explain the dependent variable (Job satisfaction) were Physical working environment, social working environment and Financial working environment. The coefficient of correlation was used to study the relationship between independent variables and dependent variable, VIF score and Tolerance score were used to test multicollinearity in the data and P-P plot used to test normality of the residuals.

4.10.1 Regression Analysis

Table 4.12: Regression Analysis of the variables Associated with Job satisfaction

Independent Variables	Regression Coefficients	t - value	P - value
(Constant)	0.901	3.958	0.000
Physical Working Environment	0.232	3.841	0.000
Social Working Environment	0.476	5.738	0.000
Financial Working Environment	0.252	3.851	0.000

Source: Researcher, (2022)

Dependent Variables: Job Satisfaction, $R^2 = 0.299$

The model was

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \varepsilon$$

Where:

Y= Job Satisfaction

X_1 = Physical Working Environment

X_2 = Social Working Environment

X_3 = Financial Working Environment

α = Constant coefficient

ε = Error term

$\beta_1, \beta_2, \beta_3$ = Regression Coefficients of Independent Variables.

Thus, the regression equation becomes

$$Y = 0.901 + 0.232X_1 + 0.476X_2 + 0.252X_3$$

These findings show that the coefficient of determination is about 30 percent. This implies that 30 percent of the variation in the Job satisfaction is explained by the physical working environment, social working environment and financial working environment. Table 4.8 Where constant (Intercept) $\alpha = 0.901$ represent when the value of the independent variables are zero, The Job satisfaction would take the value 0.901.

For Physical working environment $\beta_1 = 0.232$ One unit increase in the physical working environment result in 0.232 units increase in job satisfaction. In other words, if physical working environment is one times better that before then the level of job satisfaction is increased by 0.232 and t-value = 3.841 with p – value = 0.000 <0.05 is significant which means there is positive relationship between physical working environment and job satisfaction.

For Social working environment $\beta_2 = 0.476$ One unit increase in the social working environment result in 0.476 units increase in job satisfaction. In other words, if social working environment is one times better that before then the level of job satisfaction is increased by 0.476 and t-value = 5.738 with p – value = 0.000 <0.05 is significant which means there is positive relationship between social working environment and job satisfaction.

For Financial working environment $\beta_3 = 0.252$ One unit increase in the financial working environment result in 0.252 units increase in job satisfaction. In other words, if financial working environment is one times better that before then the level of job satisfaction is increased by 0.252 and t-value = 3.851 with p – value = 0.000 <0.05 is significant which means there is positive relationship between financial working environment and job satisfaction.

4.10.2 Correlation coefficient

Table 4.13: Correlation coefficient between Job satisfaction variable and Physical working environment, social working environment and Financial working environment as independent variables.

Independent Variables	Correlation Coefficient	Sig. (1-tailed)
Physical Working Environment	0.362	0.000
Social Working Environment	0.473	0.000
Financial Working Environment	0.375	0.000

Source: Researcher, (2022)

As shown in Table 4.13, the correlation analysis was conducted to reveal the relationship between Job satisfaction as dependent variable, Physical working environment, social working environment and Financial working environment as independent variables. The findings show that there was positive significant relationship between Job satisfaction and Physical working environment at 5% level of significance (corr = 0.362 and p-value =

0.000). It was also observed that there was positive significant relationship between Job satisfaction and Social working environment at 5% level of significance (corr = 0.473 and p-value = 0.000). Furthermore, the findings show that there was positive significant relationship between Job satisfaction and Financial working environment at 5% level of significance (corr = 0.375 and p-value = 0.000).

4.10.3 Testing Multicollinearity

The analysis sets out with testing of multicollinearity of the explanatory variables. Multicollinearity is correlations or multiple correlations of sufficient magnitude to have on the explanatory variables to have the potential to adversely affect regression estimates. To test for multicollinearity a regression model was used - the two main approaches to measure collinearity are tolerance and Variance Inflation Factor in regression analysis.

Tolerance is the percentage of variance in the independent variable that is not accounted for by the other independent variables. This is where an independent variable is regressed on to the other independent variable in a multiple regression analysis and produces an R square value which is then subtracted from one. $1 - R^2$ the difference is tolerance. Most commonly, a tolerance value of 0.10 or less are deemed as problematic (although 0.20 has also been suggested).

Variance Inflation Factor (VIF) is a reciprocal of tolerance $1 / (1 - R^2)$ and indicates the degree to which the standard errors are inflated due to the levels of collinearity. A VIF value of 5 or greater is often problematic. For this study the variance inflation factors are all below three (3) suggesting that there is no multicollinearity between the independent variables and the dependent variable.

Table 4.14: Multicollinearity

Independent Variables	Tolerance	VIF
Physical Working Environment	0.951	1.052
Social Working Environment	0.900	1.112
Financial Working Environment	0.913	1.096

Source: Researcher, (2022)

Table 4.14 show that there was no multicollinearity in the data, as VIF scores were well below 3 and tolerance scores above 0.2. Job satisfaction and Physical working environment, social working environment and Financial working environment with (statistics = 1.052 ,0.951), (statistics = 1.112, 0.900) and (statistics = 1.096, 0.913) respectively.

CHAPTER FIVE

DISCUSSION OF THE FINDINGS

5.1 Overview

The main objective of the study was to assess the influence of working environment on job satisfaction for administrative staff in public universities in Tanzania. Three research objectives were developed in order to collectively address the stated objectives. The research objectives were revisited to highlight the extent to which they were achieved through the various findings of the study. In this chapter the results that emerged from the data analysis presented in chapter four, are discussed. It links with chapter four and also links with the literature and empirical research. The reflections of the quantitative results from Chapter four are presented, and comparisons with other related studies are made. The aim of this study was accomplished effectively by addressing the following research objectives:

5.2 Finding on physical working environment at OUT

Table 4.2 denoted that the majority of the respondents were satisfied to some extent by good air ventilation, lighting enabling respondents to perform their duties comfortably, office space and arrangement and the minimum level of noise at OUT which had agreed score of more than 60%. Meanwhile, the respondents were less satisfied with furniture

and other equipments provided by the university to assist respondents to work efficiently which had agreed score of 40% to 50%. Specifically, more respondent indicated that the OUT does not sufficiently provide working equipments such as computers and printers to enable administrative staff to perform their duties effectively and efficiently.

In regression, the dependent variable (Job Satisfaction) was regressed against Independent variable concerning physical working environment. The study findings in Table 4.8, revealed that, physical working environment, had influence to employee job satisfaction of administrative staff at the OUT with regression coefficients of 0.232, t-value of 3.841 and p-value of 0.000. This implies that, improving physical working environment at the OUT contributes to increasing job satisfaction of administrative staff at the OUT.

This is also supported by Olando (2003) who suggest that diminishing working infrastructures such as office is the major source for job dissatisfaction. Favourable working infrastructures eventually satisfies them. This is vital for organization development since efficiency in work is realized in the favorable working infrastructures (Williams, 2004). Furthermore, literature also explain similar findings as studied by Moloantoa (2015) on factors affecting job satisfaction of academic employees in the National University of Lesotho and concluded that key aspects which affect employee

satisfaction at the National University of Lesotho are related to factors such as salaries, benefits, allowances and working conditions (offices and equipments).

5.3 Finding on social working environment at OUT

Table 4.3 indicated that the majority of the respondents were much satisfied by friendly relations in their immediate group (with co-workers) and immediate supervisors at OUT enabling them to talk openly and honestly about work related problems which had agreed score of more or equals to 65%. Also, the respondents were moderate satisfied by co-workers' and supervisors' help with difficult tasks, establishing work plans and regular work related meetings which had agreed score between 45% and 55%. Specifically, more respondent indicated that the supervisors at OUT do not establishing work plans and holding regular meetings with administrative staff in their respective units.

In regression, the dependent variable (Job Satisfaction) was regressed against independent variable concerning social working environment. The study findings in Table 4.8, revealed that, social working environment, had influence to employee job satisfaction of administrative staff at the OUT with regression coefficients of 0.476, t-value of 5.738 and p-value of 0.000. This implies that, improving social working environment at the OUT contributes to increasing job satisfaction of administrative staff at the OUT.

This is also supported by Herzberg's two factor theory of 1959 which indicates that Hygiene factors such as interpersonal relations and supervision are extrinsic factors which prevents employees' dissatisfaction. Relationship within the organization play great role in satisfying employees. In the organization where people communicate openly, share experiences and receive feedback from the work done, members get motivated to work hard. The organization with good relationship makes the work place a better place to live. In such favourable environment, even in case of problems, an employee would receive assistance to resolve and reach consensus agreeably. All the employees are satisfied to work in peaceful and happy environment.

5.4 Finding on financial working environment at OUT

Table 4.4 indicated that the majority of the respondents were only satisfied by their salary being paid on time (77.9%). However, the respondents were more dissatisfied by the amount of their current salary, overtime for work done beyond normal working hours not being paid, and not receiving leave travel assistance on time as their disagreed score was between 65% to 70%. Generally, more respondent indicated that administrative staff at OUT are not satisfied with the present benefits and allowances that the University offers, above salary as well as the amount of their current salary because it does not meet the cost of living in the country.

In regression, the dependent variable (Job Satisfaction) was regressed against independent variable concerning financial working environment. The study findings in Table 4.8, revealed that, financial working environment, had influence to employee job satisfaction of administrative staff at the OUT with regression coefficients of 0.252, t-value of 3.851 and p-value of 0.000. This implies that, improving financial working environment at the OUT contributes to increasing job satisfaction of administrative staff at the OUT.

The study findings correspond to Oshagbemi (2000) who found that over 50% of the respondents were dissatisfied with their pay in the United Kingdom. Also in the study by Al – hanai (2013) reported that staff are satisfied by tangible motivators such as pay. Remuneration promotes employee's morale and can lead the organization into the best performing one as its employees are satisfied with the job. Pay is a great motivator for employee's job satisfaction. Also, academic staff motivation of Tanzania public higher learning institutions was studied by Buberwa (2015). The study found that low monthly salaries were the major factor that dissatisfied academic staff and reduced motivation for high performance at the University.

5.5 Finding for employee Job Satisfaction at the OUT

Administrative staff were asked to respond to the common outcomes of employee job satisfaction at the OUT. The findings of the study revealed that, above 77% agreed that, they are proud to be part of the University and they spread good news about the University. On the other hand, less than 20% of the respondents indicated that they are willing to spend the rest of their working life at OUT and not leaving the university to join another institution.

Findings further showed that only 35.7% of the respondents (administrative staff) are generally satisfied with their job at the University. This is more signified by the respondents' indications of their willing to change their job if they find an alternative (65.8%). However, the find also indicated that, more than 45% of the respondents neither agree nor disagree that it is difficult to leave the OUT which mean if the university improve working environment which influences their job satisfaction, they will shift to those who are willing to spend the rest of their working life at OUT 25%. Moreover, most of respondents agreed to be loyal and spread good news about OUT. This suggests that despite the dissatisfaction the staff are still committed to the University.

CHAPTER SIX

CONCLUSION AND RECOMMENDATIONS

6.1 Overview

The purpose of the study was to assess the influence of working environment on job satisfaction for administrative staff in public universities in Tanzania with reference to The Open University of Tanzania. Specifically, the study focused on three objectives which were; to examine the influence of physical working environment on employee job satisfaction for administrative staff at OUT, to examine the influence of social working environment on employee job satisfaction for administrative staff at OUT and to examine the influence of financial working environment on employee job satisfaction for administrative staff at OUT. Therefore, this chapter presents the conclusion and recommendations of the study.

6.2 Conclusions

The study presents an assess of the influence of working environment on job satisfaction for administrative staff in public Universities in Tanzania a case study of the OUT. The Open University of Tanzania has almost the similar characteristics with other Public Universities in Tanzania.

Physical working environment at the OUT enhance employee job satisfaction to some larger extent. Similarly, in descriptive analysis of the statement of good air ventilation, lighting enabling respondents to perform their duties comfortably, office space and arrangement and the minimum level of noise at OUT which had agreed score of more than 60% indicates that physical working environment at the OUT is generally good and the administrative staff are satisfied by it. Meanwhile, the respondents were less satisfied with furniture and other working equipments provided by the university to assist respondents to work efficiently. Specifically, more respondent indicated that the OUT does not sufficiently provide working equipments such as computers and printers to enable administrative staff to perform their duties effectively and efficiently. Also, according to regression analysis one unit increase in the physical working environment (independent variable) result in 0.232 units increase in job satisfaction (dependent variable). In other words, if physical working environment is one times better that before then the level of job satisfaction is increased by 0.232 and t-value = 3.841 with p – value = 0.000 <0.05 is significant which means there is positive relationship between physical working environment and job satisfaction.

On social working environment at the OUT for administrative staff, the majority of the respondents were much satisfied by friendly relations in their immediate group (between co-workers) and immediate supervisors at OUT enabling them to talk openly and honestly

about work related problems. Also, the respondents were moderate satisfied by co-workers' and supervisors' help with difficult tasks, establishing work plans and regular work related meetings. Specifically, more respondent indicated that the supervisors at OUT do not establishing work plans and holding regular meetings with administrative staff in their respective units. Meanwhile, regression analysis showed that, one unit increase in the social working environment result (independent variable) in 0.476 units increase in job satisfaction (dependent variable). In other words, if social working environment is one times better that before then the level of job satisfaction is increased by 0.476 and $t\text{-value} = 5.738$ with $p\text{-value} = 0.000 < 0.05$ is significant which means there is positive relationship between social working environment and job satisfaction.

Furthermore, on financial working environment for administrative staff at the OUT, descriptive analysis portrayed that majority of the respondents were only satisfied by their salary being paid on time (77.9%). However, the respondents were more dissatisfied by the amount of their current salary, overtime for work done beyond normal working hours not being paid, and not receiving leave travel assistance on time. Generally, more respondent indicated that administrative staff at OUT are not satisfied with the present benefits and allowances that the University offers, above salary as well as the amount of their current salary because it does not meet the cost of living in the country. However, regression analysis revealed that one-unit increase in the financial working environment

(independent variable) result in 0.252 units increase in job satisfaction (dependent variable). In other words, if financial working environment is one times better than before then the level of job satisfaction is increased by 0.252 and t-value = 3.851 with p – value = 0.000 <0.05 is significant which means there is positive relationship between financial working environment and job satisfaction.

Findings further showed that about one third of the respondents (administrative staff) are generally satisfied with their job at the University. This is more signified by the larger number respondents who indicated that, they are willing to change their job if they find an alternative. However, the find also indicated that, about half of the respondents neither agree nor disagree that it is difficult to leave the OUT which mean if the university improve working environment which influences their job satisfaction, they will shift to those who are willing to spend the rest of their working life at OUT. Moreover, most of respondents agreed to be loyal and spread good news about OUT. This suggests that despite the dissatisfaction the administrative staff at the OUT are still committed to the University.

6.3 Recommendations

This part gives recommendations based on the findings or results of the study. The study has revealed a numeral significant issue related to the influence of working environment on job satisfaction for administrative staff in public universities of Tanzania with reference to the Open University of Tanzania. The researcher recommended the following recommendations:

6.3.1 Improvements on physical working environment

The public Universities in Tanzania should invest in facilities, modern office equipment and IT infrastructure to improve the efficiency and effectiveness of administrative works. In the workplace, it is often assumed that employees who are more satisfied with the physical working environment are more likely to produce better work outcomes. This is due to the fact that, the find of this study showed that, administrative staff at OUT are generally satisfied by physical working environment excluding working equipment such as computers, printers and scanners. Robbins (2001) also stated that, work environment plays a vital role since it influences job satisfaction, as employees are concerned with a comfortable physical work environment that will ultimately renders more positive level of job satisfaction.

6.3.2 Improvements on social working environment

Despite social working environment being the best source of job satisfaction for administrative staff at the OUT, there is still room for improvement. The supervisors at OUT should improve on establishing work plans and holding regular meetings with administrative staff in their respective units. Having a clear established work plan will not only enhance administrative staff job satisfaction but also will improve the organization performance. Through work plan the staff will know exactly what to do and when to do and regular meeting will give a room of providing feedback from both employees and supervisor. The need for this improvement is signified by the study finding which indicated that the supervisors at OUT do not establishing work plans and holding regular meetings with administrative staff in their respective units.

6.3.3 Improvements on financial working environment

Since the study revealed that, administrative staff at OUT are not satisfied with the present benefits and allowances that the University offers, above salary as well as the amount of their current salary because it does not meet the cost of living in the country the University should see how to improve on this. Generally, because the staff are not satisfied on how they are compensated for their efforts, the best employees of the University are likely to left for other institution where they believe the compensation is better. Also improvement in financial working environment will help the administrative staff feel more satisfied with their contribution and efforts to the university.

6.4 Recommendations for further studies

In this study a number of important objectives have been addressed, regarding the working environment influence on job satisfaction for administrative staff at the OUT. The conclusion and implications derived from this study have been conclusive, but still some issues remain uncertain until such time as they are confirmed by similar studies using identical or alternative research methodologies. Further studies are therefore required to extend this research and to help improve working environment in Public Universities in Tanzania specifically to administrative staff. Therefore, the following recommendations were made for future or further studies to the area;

This study was conducted on the case of one public university and the results generalized for all public universities in Tanzania. Therefore, other researchers could go to more organizations to study the same topic to get more realistic results. This study used only three questions on the areas of job satisfaction, other researchers could raise more questions and studied in details to get all the factors needed to raise employees job satisfaction among organizations. There are also other areas which are closely related to job satisfaction such as retention strategies, talent management, learning organization which may yield very useful results for improvement of job satisfaction among employees in the public universities of Tanzania.

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APPENDICES

APPENDICES I: QUESTIONNAIRE

A Survey to assess the influence of working environment on job satisfaction for Administrative staff at The Open University of Tanzania

Dear participants,

Thank you for your interest in this survey. I'm finalizing my MHRM dissertation at the OUT. The major purpose of my study is assessment of the influence of working environment on job satisfaction for Administrative staff of Public Universities in Tanzania. The information collected from this survey questionnaire will be kept confidential and used only for my academic endeavor. Please circle/tick appropriate options from the following options (1= SA: Strongly Agree, 2=A: Agree; 3=N: Neutral; 4=D: Disagree; & 5=SD: Strongly Disagree). This questionnaire consists of about 44 statements (questions), and it takes about 10–15 minutes to answer. If you have any questions concerning this survey, do not hesitate to contact either the principal investigators, Mr. Charles Arnold Mwasi (+255 656 747 626) or my supervisor Dr. Bukaza Chachage (+255 767 076 076).

Position of respondents:

Department/Directorate/Unit:

Gender: Male Female

Indicate your highest education: Form 4 Form 6

Certificate Diploma

Bachelor degree Master degree

PhD

Working Experience:

0 – 3 years

4 – 6 years

7 – 9 years

10 years and above

Indicate your age group:

20 – 30 years

31 – 40 years

41 – 50 years

51 – 60 years

61 and above years

Marital Status:

Single

Married

Widow/widower

Separated

Divorced

Indicate your working station:
Centre

Headquarters

Regional/Coordination

1= SD: Strongly Disagree

2=D: Disagree

3=N: Neutral

4=A:

Agree

5=SA: Strongly Agree

a) Physical Working Environment

Code	Statement	SD	D	N	A	SA
PWE1	I am happy with my office space, ventilation and arrangement.	1	2	3	4	5
PWE2	University provide all the required work equipment to assist you to work efficiently	1	2	3	4	5
PWE3	I don't mind about the kind of furniture I have to perform.	1	2	3	4	5
PWE4	My chair is comfortable enough to enable me perform my tasks.	1	2	3	4	5

PWE5	The noise levels in the workplace are at bare minimum.	1	2	3	4	5
PWE6	Our University has good air ventilation and lighting to enable me performs my duties comfortably.	1	2	3	4	5

b) Social Working Environment

Code	Statement	SD	D	N	A	SA
SWE1	I am satisfied with how members of my work group solve problems.	1	2	3	4	5
SWE2	I am friendly to people in my immediate group at work place	1	2	3	4	5
SWE3	I feel free to talk openly and honestly with members of my work group.	1	2	3	4	5
SWE4	My co-workers listen to me when I need to talk about work-related problems.	1	2	3	4	5
SWE5	My co-workers help me with difficult tasks.	1	2	3	4	5
SWE6	I feel free to talk openly and honestly to my supervisor.	1	2	3	4	5
SWE7	My supervisor gives me clear instructions on how and what to do.	1	2	3	4	5
SWE8	My supervisor is always available and willing to give me advice whenever I need.	1	2	3	4	5
SWE9	My supervisor helps me in getting the job done.	1	2	3	4	5
SWE10	My supervisor holds regular meetings with my work groups.	1	2	3	4	5
SWE11	My supervisor establishes work plans and work objectives with me	1	2	3	4	5
SWE12	My supervisor is willing to devote time to help me perform my job.	1	2	3	4	5

c) Financial Working Environment

Code	Statement	SD	D	N	A	SA
FWE1	My salary is paid on time which makes me happy and comfortable	1	2	3	4	5
FWE2	I am satisfied with my current salary	1	2	3	4	5
FWE3	My salary is competitive with similar jobs I might find elsewhere.	1	2	3	4	5
FWE4	My salary does not match with cost of living in the country	1	2	3	4	5
FWE5	I am paid fairly for the work I do	1	2	3	4	5
FWE6	Increasing my salary package will make me happier	1	2	3	4	5
FWE7	Salary offered should be adjusted more frequently to meet the changing cost of living.	1	2	3	4	5
FWE8	I am paid overtime for work done beyond normal working hours	1	2	3	4	5
FWE9	I am receiving Leave travel allowance on time	1	2	3	4	5
FWE10	I am satisfied with the present benefits and allowances that the organization offers, above salary.	1	2	3	4	5

d) Job Satisfaction

Code	Statement	SD	D	N	A	SA
JS1	I will be happy to spend the rest of my life in this job	1	2	3	4	5
JS2	It will be very difficult for me to leave this institution	1	2	3	4	5
JS3	I feel happy to make extra effort for this institution	1	2	3	4	5

JS4	I can easily change my job if I find an alternative	1	2	3	4	5
JS5	I am proud to be part of this institution	1	2	3	4	5
JS6	I spread good news about this institution	1	2	3	4	5
JS7	I am generally satisfied with my job in this institution	1	2	3	4	5
JS8	I am satisfied with my present job's environment and facilities.	1	2	3	4	5

Thank you very much for your willingness to participate in this study

THE OPEN UNIVERSITY OF TANZANIA

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05th May 2022

Deputy Vice Chancellor Academic Research and Consultancy

P. O BOX 23409,

DAR ES SALAAM.

RE: RESEARCH CLEARANCE

The Open University of Tanzania was established by an Act of Parliament No. 17 of 1992, which became operational on the 1st March 1993 by public notice No.55 in the official Gazette. The Act was however replaced by the Open University of Tanzania Charter of 2005, which became operational on 1st January 2007. In line with the Charter, the Open University of Tanzania mission is to generate and apply knowledge through research.

To facilitate and to simplify research process therefore, the act empowers the Vice Chancellor of the Open University of Tanzania to issue research clearance, on behalf of the Government of Tanzania and Tanzania Commission for Science and Technology, to both its staff and students who are doing research in Tanzania. With this brief background, the purpose of this letter is to introduce to you **Mr. MWASI, Charles Arnold, Reg No: PG201900178** pursuing **Master of Human Resource Management (MHRM)**. We here by grant this clearance to conduct a research titled **"Influence of Working Environment on Job Satisfaction for Administrative Staff of Public Universities in Tanzania: A Case Study of the Open University of Tanzania"**. He will collect his data at your Office from 09th May 2022 to 10th June 2022.

In case you need any further information, kindly do not hesitate to contact the Deputy Vice Chancellor (Academic) of the Open University of Tanzania, P.O Box 23409, Dar es Salaam. Tel: 022-2-2668820. We lastly thank you in advance for your assumed cooperation and facilitation of this research academic activity.

Yours,

THE OPEN UNIVERSITY OF TANZANIA

Prof. Magreth S. Bushesha

DIRECTOR OF POSTGRADUATE STUDIES.