

**ASSESSING THE EFFECTS OF JOB SATISFACTION ON
ORGANIZATIONAL PERFORMANCE IN THE PUBLIC SECTOR; A CASE
OF JULIUS NYERERE INTERNATIONAL AIRPORT**

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**A DISSERTATION SUBMITTED IN PARTIAL FULFILLMENT OF THE
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CERTIFICATION

I, the undersigned, certify that I have read and hereby recommend for acceptance by the Open University of Tanzania, a dissertation entitled **“Assessing the Effects of Job Satisfaction on Organizational Performance in the Public Sector. A Case of Julius Nyerere International Airport”**, in partial fulfillment of the requirement for the Degree of Masters of Arts in Governance and Leadership (MAGL)

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Signature

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Date

DEDICATION

I dedicate this dissertation to my late father Epifani Tengia, my mother Eliminate Epifani, my husband Evarist Shirima and my children Stanislaus Shirima, Javis Shirima, Janneth Shirima and Jayden Shirima who always loved, supported and wanted me to be the best. My love for you will never fade.

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ABSTRACT

This study examined the effects of job satisfaction on organizational performance at Julius Nyerere International Airport. The study was guided by three objectives; to examine the effect of promotion on organizational performance at Julius Nyerere International Airport, to determine the effect of salary on organizational performance at Julius Nyerere International Airport and to determine the effect of working environment on organizational performance at Julius Nyerere International Airport. Positivist philosophy was used in this study. A quantitative research approach was utilized in this study. A survey research design was employed as well in this study. A sample size of 87 employees was selected through simple random sampling from a population of 700 employees at JNIA. Data were collected via questionnaires and analyzed using descriptive statistics and multiple linear regression analysis. The findings indicate that all independent variables promotion, salary, and working environment positively and significantly impact organizational performance. Based on the findings it is recommended that the organization should ensure that promotions are based on clear merit and performance criteria. Also, JNIA should consider revising its salary structure to ensure that compensation is competitive and reflective of employee contributions. Lastly, the organization should invest in improving the working environment by providing adequate resources, ensuring reasonable working hours, and fostering a supportive workplace culture.

Keywords: *Job satisfaction, organizational performance, promotion, salary, working environment, Julius Nyerere International Airport.*

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LIST OF ABBREVIATIONS AND ACRONYMS

ANOVA	Analysis of Variance
CPA	Certified Public Accountants
HTMT	Heterotrait-Monotrait Ratio
JNIA	Julius Nyerere International Airport
MSD	Medical Store Department
OP	Organizational Performance
PROMO	Promotion
SLRY	Salary
SPSS	Statistical Package for Social Science
TAA	Tanzania Airport Authority
UK	United Kingdom
URT	United Republic of Tanzania
USA	United States of America
WENV	Working Environment

CHAPTER ONE

INTRODUCTION

1.1 Chapter Overview

This chapter provides an explanation of the study's background, problem statement, general and specific objectives, research questions, research relevance, and study organization.

1.2 Background of the Study

In the context of public sector organizations, job satisfaction is particularly important, as employees are often motivated by a sense of public service and civic duty rather than financial gain (Linz, 2019). Public sector workers are typically driven by intrinsic factors such as the desire to contribute to the common good, help others, and make a positive impact on society (Needham et al., 2020). As such, ensuring high levels of job satisfaction among public sector employees is crucial for maintaining their commitment, motivation, and performance.

However, many public sector organizations in developing countries like Tanzania face significant challenges in maintaining high levels of job satisfaction among their employees. According to studies, employees of the public sector in these settings frequently face several discontented factors, such as low pay, few prospects for promotion, poor workplace conditions, and a lack of independence and acknowledgement (Mchome, 2020; Ngirwa et al., 2019). These issues can lead to reduced productivity, high turnover rates, and poor service delivery, ultimately undermining the overall performance and effectiveness of public sector institutions

(Magali, 2015; Mfinanga, 2021). For example, a survey of public sector employees in Tanzania found that only 30% were satisfied with their jobs, with the majority citing concerns over compensation, career development, and work-life balance (URT, 2021).

Job satisfaction among employees is a crucial aspect of organizational performance, and its importance cannot be overstated. A study conducted in Malawi found that 18.8% of health workers were actively seeking new employment due to low job satisfaction (Bayo, 2022). This is a significant concern, as healthcare workers are essential to providing quality healthcare services to the population. Low job satisfaction among healthcare workers can lead to burnout, turnover, and decreased productivity, ultimately affecting the delivery of healthcare services (Maslach & Jackson, 1986). For instance, a study conducted in Ghana found that job satisfaction was a significant predictor of turnover intention among nurses (Aryee et al., 2019).

In addition to its impact on employee turnover, job satisfaction also has implications for patient outcomes. A study conducted in India found that job satisfaction among doctors was positively correlated with patient satisfaction (Kumar et al., 2019). Conversely, low job satisfaction among healthcare workers can lead to decreased job commitment and motivation, resulting in poor patient care and outcomes (Hochschild, 2013). Therefore, healthcare organizations need to prioritize initiatives aimed at improving job satisfaction among their employees. This can be achieved through strategies such as providing training and development opportunities, promoting work-life balance, and recognizing and rewarding employee contributions (Demerouti et al., 2020).

Employees in the public sector have likewise expressed significant levels of job discontent in other developing nations. For example, according to a South African study, 41.4% of healthcare professionals said they were unhappy with their positions (Bayo, 2022). This, according to the researchers, was caused by things like low pay, unfavourable working conditions, and a dearth of chances for professional advancement. According to a study conducted in India, workers in the public sector expressed less job satisfaction than their private sector counterparts (Rao & Srinivasan, 2020). According to the authors, this discrepancy may result from the particular difficulties that public sector companies confront, such as red tape, a lack of funding, and a heavy workload, all of which can cause employee annoyance and discontent.

These findings are not limited to African and Asian countries. A systematic review of public sector job satisfaction studies across various countries found that common issues undermining job satisfaction include lack of autonomy, poor management practices, and insufficient opportunities for professional development (Kanter, 2019). The review highlighted that these challenges are particularly prevalent in the public sector, where organizations often face tighter budgets, complex reporting structures, and heightened political scrutiny. Addressing these factors is crucial for improving job satisfaction and, consequently, the performance and effectiveness of public sector institutions in developing economies.

Low job satisfaction among public sector employees can have significant consequences for the organization and society as a whole. A study conducted in the

United States found that public sector employees who were dissatisfied with their jobs were more likely to experience turnover, which can lead to a loss of institutional knowledge and expertise (Lefebvre & Waller, 2019). This can result in decreased productivity, increased training costs, and a reduced ability to provide high-quality services to the public. Furthermore, low job satisfaction can also affect employee well-being and mental health, leading to increased absenteeism and presenteeism (Kompier et al., 2018). A study conducted in Australia found that employees who experienced low job satisfaction were more likely to report symptoms of depression and anxiety, which can have long-term consequences for their overall well-being (Machin et al., 2019).

Low job satisfaction among public sector workers can have wider effects on the organization's efficacy and reputation in addition to the personal repercussions. According to a Canadian study, public sector companies with high staff engagement levels performed better overall and had better results in terms of citizen satisfaction and trust (Thompson et al., 2020). On the other hand, low job satisfaction among staff members can result in a decline in motivation and morale, which can have a detrimental influence on the organization's capacity to meet its objectives and provide effective public services. To allay these worries, public sector companies must provide top priority to projects that enhance worker job satisfaction, like offering competitive pay and benefits, chances for career advancement, and a happy workplace (Kim et al., 2020).

To address the challenges of low job satisfaction among public sector employees, organizations must prioritize the satisfaction and well-being of their workforce. This

can be achieved through various initiatives and strategies. One key approach is to invest in training and development opportunities for public sector employees. Studies have shown that access to professional development and skill-building programs can significantly enhance job satisfaction, as it empowers employees, expands their career prospects, and demonstrates the organization's commitment to their growth (Demirel & Summak, 2018; Jamal, 2019). Additionally, promoting work-life balance through flexible scheduling, remote work options, and family-friendly policies can help alleviate the stress and burnout often experienced by public sector workers (Mfinanga, 2021; Needham et al., 2020). Finally, public sector organizations should prioritize recognition and reward systems that acknowledge employee contributions and achievements, as this can foster a greater sense of appreciation and job satisfaction (Caillier, 2016; Alam & Matemilola, 2021).

Public sector firms can increase employee retention rates, organizational performance, and the standard of public service delivery by placing a high priority on employee happiness and well-being. Employee satisfaction increases the likelihood that they will be engaged, productive, and dedicated to the organization's objectives, all of which will improve the communities they serve (Alam & Matemilola, 2021; Demirel & Summak, 2018). Therefore, public sector organizations can increase their efficacy and influence in developing economies like Tanzania by strategically investing in job satisfaction.

1.3 Statement of the Problem

The Julius Nyerere International Airport (JNIA) is a critical public sector organization that plays a vital role in Tanzania's economic development, particularly

in the tourism and transportation sectors. However, despite its importance, the airport has been experiencing low job satisfaction among its employees, which can negatively impact its performance and efficiency. According to recent studies, over 70% of JNIA employees are dissatisfied with their jobs due to factors such as inadequate salary, poor working conditions, and lack of career development opportunities (Masanja et al., 2021). This problem is not unique to JNIA, as it is a widespread issue in the public sector in Tanzania, which has been identified as a major challenge in the country's Five-Year Development Plan (2016-2020). The Tanzanian government has recognized the importance of improving public sector performance to achieve sustainable development goals, particularly in the areas of economic growth and human development (Tanzania Government, 2016).

Kulikowski and Sedlak (2020) found that job satisfaction directly correlates with improved work engagement and organizational commitment across various industries, including the public sector. This was further supported by Ahmad and Scott (2020), who emphasized the role of incentives and employee benefits in boosting organizational outcomes. Also, A systematic review of 51 studies spanning several continents revealed that the impact of job satisfaction on organizational performance is universal, with key drivers such as promotion opportunities, effective supervision, and rewards being critical in enhancing employee morale and efficiency (Haq, 2023).

Supervisors play a crucial role in shaping job satisfaction, as research by Mikkelsen et al. (2021) showed, with effective management boosting both employee satisfaction

and organizational performance. Moreover, Noor (2021) demonstrated a positive relationship between promotion opportunities and organizational performance, especially in public sector environments, where hierarchical growth and recognition are strong motivators.

There is a knowledge vacuum on the precise elements influencing JNIA employees' job satisfaction and how it impacts organizational performance. By investigating how work happiness affects organizational performance at JNIA, this study seeks to close this gap. Strategies for raising employee satisfaction and eventually enhancing the performance of the airport will be informed by the study's insightful findings about the connection between job satisfaction and organizational performance. Low job satisfaction among JNIA staff members could continue to have a detrimental effect on the airport's operation, harming not only its reputation but also Tanzania's overall economy if it is not addressed.

This study is significant because it will contribute to the understanding of job satisfaction in the public sector in Tanzania and inform evidence-based policies and practices aimed at improving employee satisfaction and organizational performance. The findings will also have implications for similar organizations in Tanzania and beyond.

1.4 Research Objectives

1.4.1 General Research Objective

The general research objective of the study was to examine the effects of job satisfaction on organizational performance at Julius Nyerere International Airport.

1.4.2 Specific Research Objectives

Specific research objectives were: -

- i. To examine the effect of promotion on organizational performance at Julius Nyerere International Airport
- ii. To determine the effect of salary on organizational performance at Julius Nyerere International Airport
- iii. To determine the effect of working environment on organizational performance at Julius Nyerere International Airport

1.5 Significance of the Study

First of all, it adds to the corpus of information already available on organizational performance and work satisfaction in the public sector, especially in the African context. The results of the study will give scholars, decision-makers, and industry practitioners important new information about the connection between work satisfaction and organizational performance. Academically speaking, this study will advance knowledge of the causes and effects of job satisfaction in the public sector, a subject that has received little attention in Tanzania.

Additionally, the study will offer a chance to evaluate and confirm current theories and models of organizational performance and work satisfaction. Practically speaking, the study's conclusions will help managers and policymakers in the public sector especially in the aviation sector create evidence-based plans for raising organizational performance and employee job satisfaction. Additionally, the study will help HR managers pinpoint areas where employee motivation and engagement need to be improved.

Additionally, the neighborhood may benefit socioeconomically from this study. The results can help guide initiatives for raising staff satisfaction, which in turn can boost customer satisfaction, enhance service delivery, and eventually spur economic growth. Furthermore, policies that aim to improve employee well-being, lower turnover rates, and foster a good work environment can be informed by the study's recommendations.

In conclusion, the theoretical and practical implications of this study for comprehending work satisfaction and organizational performance in the public sector make it noteworthy. In the end, the results will help stakeholders and employees alike by advancing the creation of practical plans for raising organizational performance and employee job satisfaction.

1.6 Scope of the Study

The sole purpose of this study was to investigate how job satisfaction affects organizational performance. The investigation was carried out in the Dar es Salaam region at Julius Nyerere International Airport. The study's specific objectives were to investigate how promotions affected organizational performance at Julius Nyerere International Airport, ascertain how salaries affected organizational performance at the same airport, and determine how the working environment affected organizational performance at the same airport.

1.7 Summary

Understanding the study's focus on how work satisfaction affects organizational

performance at Julius Nyerere International Airport (JNIA) is made easier by Chapter One. It has discussed how crucial human resource management is to improving employee attitudes, especially work satisfaction, and how this in turn affects the performance of the company. The chapter presented the problem of persistent job satisfaction challenges within Tanzania's public sector, despite existing policies, and set forth clear research objectives and questions aimed at exploring the effects of promotion, salary, and working environment on organizational performance at JNIA. The significance of the study was highlighted in terms of its contribution to both theory and practice, and the scope was defined, limiting the study to JNIA. The chapter concluded with an overview of the proposal's structure, setting the stage for a detailed exploration of the literature and methodology in the subsequent chapters.

1.8 Organization of the Study

There are five major chapters in this work. The research is introduced in Chapter One, which also includes a backdrop, issue description, research aims, hypotheses, significance, scope, and constraints. The theoretical framework, related studies, and the conceptual framework that directs the research are all reviewed in Chapter Two along with other pertinent material. The research methodology, including the design, demographic, sample, data collection strategies, and analytic procedures, is covered in length in Chapter 3. The study's findings are presented and discussed in Chapter 4, with the data being interpreted in light of the hypotheses and body of current research. The conclusion, useful comments based on the results, and ideas for additional research are all included in Chapter Five. The bibliographies and any other

information or resources utilized in the research are included in the appendices and references that support the study.

CHAPTER TWO

LITERATURE REVIEW

2.1 Chapter Overview

Concept definitions, theoretical and empirical literature reviews, research gaps, and conceptual frameworks are all included in this chapter's literature study.

2.2 Definition of Concepts

2.2.1 Job Satisfaction

Job satisfaction refers to the subjective emotional state of an individual that arises from their perception of their work and work environment, encompassing various facets such as job content, job context, and job consequences (Locke, 2019; Jamal, 2019). In the context of this study, job satisfaction is operationalized as a composite measure of an employee's positive emotional state, including feelings of pleasure, happiness, and fulfilment derived from their work experience at Julius Nyerere International Airport (JNIA). Existing literature on job satisfaction in the public sector, particularly in developing countries like Tanzania, has highlighted several key factors that contribute to employee satisfaction or dissatisfaction, including fair and competitive compensation packages, opportunities for career development and advancement, recognition and appreciation for work contributions, positive organizational culture and leadership, and effective performance management systems (Mfinanga, 2021; Ngirwa et al., 2019; Mchome, 2020).

Studies have shown that when employees perceive their work environment and conditions as positive, they are more likely to exhibit higher levels of job

satisfaction, which in turn can lead to improved organizational performance, increased productivity, and better service delivery (Alam & Matemilola, 2021; Demirel & Summak, 2018), while dissatisfied employees are more prone to absenteeism, reduced engagement, and higher turnover rates, negatively impacting the overall effectiveness and efficiency of public sector organizations (Caillier, 2016; Needham et al., 2020).

2.2.2 Promotion

Promotion refers to the process of increasing the visibility, awareness, and appeal of an organization's products, services, or brands to its target audience. It involves a range of marketing activities aimed at creating a positive image, generating interest, and stimulating demand for the organization's offerings (Kotler et al., 2019; Ndyali, 2021). In the context of this study, promotion is seen as an organizational strategy employed by Julius Nyerere International Airport (JNIA) to enhance the airport's reputation, increase passenger traffic, and improve its market share. Effective promotional strategies can help JNIA differentiate itself from competitors, communicate its unique value proposition, and attract a wider customer base (Bongomin et al., 2020; Raudeliūnienė et al., 2018).

This, in turn, can contribute to improved organizational performance by increasing revenue, optimizing resource utilization, and strengthening the airport's position as a regional and international hub (Shelikhova et al., 2020; Kotler & Keller, 2019). Moreover, successful promotional efforts can foster increased customer satisfaction, loyalty, and positive word-of-mouth, further enhancing the airport's reputation and

competitiveness (Afzaal et al., 2021; Nyerere, 2020). Therefore, understanding the relationship between promotion and organizational performance at JNIA is crucial for the Tanzania Airports Authority (TAA) to develop and implement effective marketing strategies that can drive the airport's growth and development.

2.2.3 Salary

Salary is a fixed regular payment made by an employer to an employee in exchange for their services rendered. It is a tangible benefit that can be influenced by factors such as job role, qualifications, experience, and performance (Ngagaya, 2018; Mfinanga, 2021). In this study, salary is operationalized as a measure of the financial compensation received by employees at Julius Nyerere International Airport (JNIA). Existing literature has highlighted the critical role that salary plays in employee job satisfaction, motivation, and overall organizational performance, particularly in the public sector (Bongomin et al., 2020; Demirel & Summak, 2018). Studies have shown that when employees perceive their salaries to be fair, competitive, and commensurate with their responsibilities and contributions, they are more likely to exhibit higher levels of job satisfaction, organizational commitment, and job performance (Jamal, 2019; Alam & Matemilola, 2021).

Conversely, inadequate or inequitable compensation can lead to employee dissatisfaction, reduced productivity, increased absenteeism, and higher turnover rates, all of which can negatively impact an organization's ability to deliver quality services (Mchome, 2020; Needham et al., 2020). Therefore, understanding the relationship between salary and organizational performance at JNIA is crucial for the

Tanzania Airports Authority (TAA) to develop and implement effective compensation strategies that can attract, retain, and motivate high-performing employees, ultimately contributing to the airport's overall efficiency, competitiveness, and reputation as a regional and international hub (Ngirwa et al., 2019; Shelikhova et al., 2020).

2.2.4 Working Environment

The physical, psychological, and cultural circumstances in which workers function within a company are referred to as the working environment. It includes several components that affect employee motivation, well-being, and productivity, including job design, management style, relationships with coworkers, and company culture (George et al., 2019; Rana & Malik, 2022). According to this study, a key element influencing both organizational performance and employee job satisfaction is the working environment at Julius Nyerere International Airport (JNIA). Previous research has emphasized the significance of a constructive and encouraging work environment in fostering employee engagement, organizational commitment, and job satisfaction—all of which can lead to better organizational outcomes (Demirel & Summak, 2018; Jamal, 2019).

Studies have shown that factors such as adequate resources, well-designed workspaces, effective communication channels, opportunities for professional development, and collaborative and inclusive organizational culture can foster a sense of belonging, empowerment, and job satisfaction among employees (Mfinanga, 2021; Ngirwa et al., 2019). Conversely, a poor working environment characterized

by excessive workload, lack of work-life balance, ineffective leadership, and negative interpersonal relationships can lead to increased stress, burnout, and turnover, ultimately undermining organizational performance and service delivery (Mchome, 2020; Needham et al., 2020). Therefore, understanding the relationship between the working environment and organizational performance at JNIA is crucial for the Tanzania Airports Authority (TAA) to develop and implement strategies that can create a positive and conducive work environment, which can in turn enhance employee well-being, job satisfaction, and organizational effectiveness (Bongomin et al., 2020; Shelikhova et al., 2020).

2.2.5 Organizational Performance

The efficacy and efficiency with which an organization accomplishes its goals and objectives is referred to as organizational performance. It is a multifaceted construct that includes various dimensions such as financial performance, customer satisfaction, employee engagement, and innovation (Ruge, 2019; Rana & Malik, 2022). In the context of this study, organizational performance at Julius Nyerere International Airport (JNIA) is operationalized as a composite measure of the airport's ability to achieve its goals and objectives in terms of passenger traffic growth, revenue generation, and service quality.

Existing literature has highlighted the critical role that effective management practices, organizational culture, and employee-related factors play in shaping an organization's performance (Bongomin et al., 2020; Shelikhova et al., 2020). Studies have shown that when employees are satisfied with their jobs, motivated, and

engaged, they are more likely to contribute to the organization's success through improved productivity, better service delivery, and innovative thinking (Alam & Matemilola, 2021; Jamal, 2019). Conversely, factors such as poor working conditions, inadequate compensation, and ineffective leadership can lead to employee dissatisfaction, absenteeism, and high turnover, ultimately undermining an organization's ability to achieve its goals (Mchome, 2020; Needham et al., 2020). In the context of JNIA, understanding the relationship between job satisfaction, promotion, salary, and working environment, and the airport's overall performance is crucial for the Tanzania Airports Authority (TAA) to develop and implement strategies that can enhance the airport's competitiveness, reputation, and contribution to the country's economic development (Mfinanga, 2021; Ngirwa et al., 2019).

2.3 Theoretical Literature Review

The theoretical framework provides a foundation for understanding the relationship between job satisfaction and organizational performance by exploring established theories that explain employee motivation and behaviour. This section discusses two key theories Herzberg's Two-Factor Theory and Vroom's Expectancy Theory that are instrumental in analyzing how various factors of job satisfaction can influence the performance of employees at Julius Nyerere International Airport (JNIA). These theories offer insights into the dynamics of employee satisfaction and their implications for organizational outcomes, guiding the study's exploration of the specific context at JNIA.

2.3.1 Herzberg's Two-Factor Theory

Frederick Herzberg created Herzberg's Two-Factor Theory, commonly referred to as

the Motivation-Hygiene Theory, in 1959. Research that examined the elements influencing employees' job happiness and discontent served as the foundation for the hypothesis. Herzberg found that there were differences between the elements that led to job discontent and those that led to job satisfaction. He divided these variables into two categories: hygiene considerations (which, if present, do not always promote job happiness) and motivators (which, if absent, create job dissatisfaction) (Herzberg, Mausner, & Snyderman, 1959).

Achievement, acknowledgement, the task itself, accountability, and prospects for growth are examples of intrinsic motivators. When present, these elements have a favourable effect on job satisfaction and are directly tied to the job's content. However, hygiene elements are extrinsic and include things like pay, job stability, working conditions, supervision, and business policies. According to Herzberg (1968), the existence of hygienic elements does not always increase job happiness, but their absence can result in job discontent. Herzberg's findings have been corroborated by later studies, which show that enhancing organizational results and employee happiness requires addressing both hygienic elements and motivators (Alshmemri, Shahwan-Akl, & Maude, 2017).

Important presumptions underlie the Herzberg Two Factor Theory. Herzberg's Two-Factor Theory, sometimes referred to as the Motivation-Hygiene Theory, postulates that two separate sets of factors—motivators and hygiene factors—are responsible for job satisfaction and discontent. According to Herzberg, intrinsic elements like success, acknowledgement, and chances for advancement are motivators that result

in contentment and improved performance. These elements have a direct impact on workers' attitudes toward their jobs and motivate them to do better. However, hygienic issues like pay, job security, and working conditions don't always inspire workers, but they might cause discontent if they're not well handled (Mousavi et al., 2020). According to Herzberg, these two sets of determinants operate independently, therefore enhancing hygienic elements by themselves won't boost motivation.

The idea that job pleasure and discontent are distinct dimensions rather than existing on a single continuum is another fundamental tenet of Herzberg's theory. Traditional approaches that see job satisfaction as a spectrum that goes from satisfied to dissatisfied are challenged by this. According to Herzberg, enhancing hygienic aspects—like higher compensation or safer working conditions—may lessen discontent but won't always result in job satisfaction. On the other hand, the absence of motivators does not always result in discontent; their presence increases job satisfaction (Anwar et al., 2021). Therefore, to cultivate a more productive and driven team, managers must concentrate on both sets of criteria.

Finally, Herzberg's theory presupposes that intrinsic rather than external variables are the primary source of long-term employee motivation. Long-term motivation and performance gains come from things like meaningful work, responsibility, and possibilities for growth, even while external rewards like bonuses and better perks may only offer temporary increases. Numerous firms have used this approach to develop employment that offers both motivators and hygiene elements to improve overall performance, demonstrating its influence on human resource strategies

(Waqas et al., 2019). It has, however, also come under fire for oversimplifying the complexities of employee motivation and ignoring the part that individual variances play in how people react to hygienic factors and motivators.

For several reasons, Herzberg's Two-Factor Theory is still applicable to organizational management and employee motivating strategies today. To maintain long-term employee motivation, Herzberg's theory highlights the significance of intrinsic motivators including success, acknowledgement, and growth possibilities. Because it increases workplace happiness and productivity, organizations continue to implement this principle by providing meaningful work and encouraging career advancement. According to recent research, employee engagement and performance are greatly impacted by intrinsic motivation (Alshmemri et al., 2017). By taking into account both hygienic elements and motivators, the theory offers a useful foundation for creating employment that improves employee satisfaction. For example, businesses utilize this strategy to rethink positions that are not only lucrative but also provide room for advancement, which aids in retaining people. According to research, well-structured employment with motivators increases organizational engagement and job satisfaction (Ahmed et al., 2020).

Organizations can prevent job unhappiness by implementing Herzberg's emphasis on hygienic elements, such as job security, income, and working circumstances. Organizations can reduce employee complaints and attrition by concentrating on enhancing these fundamental conditions. This strategy is still essential for maintaining workforce stability, particularly in industries where it is difficult to

retain employees (Sageer et al., 2022). One of Herzberg's Two-Factor Theory's most prominent advantages is its focus on the significance of intrinsic elements in employee motivation, including as achievement, acknowledgement, and personal development.

The idea provides a clear framework for comprehending employee motivation by distinguishing between motivators, which promote job happiness, and hygiene elements, which prevent dissatisfaction. Its usefulness in creating jobs and raising job satisfaction is one of its main advantages. For example, addressing hygienic factors helps prevent job discontent, while concentrating on motivators might result in increased productivity. According to recent research, intrinsic motivators increase employee engagement and boost productivity in contemporary settings, confirming Herzberg's observations (Hassan et al., 2022; Tran et al., 2023).

However, Herzberg's theory also has its weaknesses. Critics argue that it oversimplifies the complexities of motivation by not fully accounting for the variability in individual employee preferences. Some workers may view hygiene factors like salary and working conditions as strong motivators, contrary to Herzberg's categorization. Additionally, the theory assumes that all employees will respond to motivators and hygiene factors in the same way, which may not always be true in diverse work environments. Recent research suggests that motivational needs can vary significantly based on age, culture, and personal circumstances, which the Two-Factor Theory does not adequately address (Chhabra, 2020; Rashidi & Habib, 2021).

2.3.2 Vroom's Expectancy Theory

One of the most well-known theories in organizational behaviour and motivation is Vroom's Expectancy Theory, which was created by Victor Vroom in 1964. According to the notion, a person's motivation to complete a task depends on the expected result and how much importance they attach to it. In this motivating process, Vroom distinguished three essential elements: valence (the value placed on the reward), instrumentality (the belief that performance would result in a reward), and expectancy (the conviction that effort will lead to performance) (Vroom, 1964). Employees need to think that their efforts will result in good performance, that good performance will be rewarded, and that the rewards are desirable, according to this hypothesis, to be motivated.

Expectancy, instrumentality, and valence are the three main tenets of Vroom's Expectancy Theory of Motivation, which was first presented in 1964. According to the first premise, expectation, people are motivated when they think their efforts will result in the performance they want. To put it another way, people evaluate if they possess the abilities, information, and assets required to complete a certain activity. An employee will be more driven, for example, if they believe that their efforts will be successful in finishing a project. This is supported by research, which demonstrates that motivation is positively impacted by a strong belief in the relationship between effort and performance (Lloyd & Mertens, 2022).

The second assumption is instrumentality, which is the conviction that a certain performance will result in a given reward or consequence. According to Vroom's

idea, people will only be driven if they think that doing well would result in a worthwhile reward, like a bonus or a promotion. This is demonstrated in the modern workplace when staff members are aware of the company's incentive program and realize that meeting performance goals will lead to real rewards. According to recent research, reward systems that are straightforward and unambiguous increase perceived instrumentality, which in turn increases employee motivation (Ogunbode & Olabode, 2023).

Valence, the last assumption, has to do with how much importance a person attaches to the benefits or results. This part of Vroom's theory contends that if workers appreciate the results associated with their performance, they will be more inclined to put in more effort. For instance, one worker might be driven by financial compensation, but another might value recognition or professional growth more. Given that the effectiveness of motivation depends on the reward's appeal, this assumption emphasizes the necessity for managers to match rewards with individual preferences (Swanepoel & Pienaar, 2021).

The applicability of Vroom's Expectancy Theory in comprehending worker motivation and job satisfaction is highlighted by supporting research. For instance, the theory well explains the variation in employee motivation and performance across various circumstances, as noted by Van Eerde and Thierry (1996). Similarly, Lunenburg (2011) highlighted that the theory is especially helpful for customizing management techniques to improve employee motivation and satisfaction because it focuses on individual perceptions and expectations. According to this body of study,

job satisfaction and organizational performance can be greatly enhanced by matching employees' expectations with rewards offered by the company.

Vroom's Expectancy Theory is especially pertinent to the analysis of how job satisfaction affects organizational performance at Julius Nyerere International Airport. According to the theory, JNIA employees are more likely to be motivated to perform well if they think their efforts will result in positive performance reviews (expectancy) and that such performance would lead to material benefits like promotions or pay raises (instrumentality). Additionally, employees' job satisfaction is likely to rise if these benefits are in line with their objectives and values (valence), which may then result in better organizational performance. To investigate how job satisfaction and organizational success at JNIA are impacted by the perceived relationship between effort, performance, and incentives, this study makes use of Vroom's Expectancy Theory.

Vroom's Expectancy Theory has several strengths that contribute to its widespread use in understanding motivation within organizations. One of the key strengths is its flexibility and individual-focused approach. Unlike other motivation theories that assume a "one-size-fits-all" perspective, Vroom's model acknowledges that different individuals are motivated by different outcomes, depending on how they value specific rewards (valence), perceive the likelihood of success (expectancy), and believe that performance will lead to those rewards (instrumentality). This adaptability makes it particularly useful in diverse and dynamic organizational settings. Research by Ogunbode and Olabode (2023) highlights how this theory helps

managers create tailored motivation strategies by considering personal differences and aligning rewards accordingly. Additionally, it emphasizes the role of employee perceptions, which can be a powerful tool for improving engagement and productivity (Swanepoel & Pienaar, 2021).

However, Vroom's Expectancy Theory also has some notable weaknesses. A significant limitation is the complexity and subjectivity involved in measuring the components of expectancy, instrumentality, and valence. These elements rely heavily on individual perceptions, which can be difficult to assess and quantify accurately. Moreover, the theory assumes a clear link between effort, performance, and rewards, which may not always exist in real-world scenarios. For instance, external factors such as organizational politics or economic constraints can disrupt this linkage, undermining the effectiveness of the theory in practice (Lloyd & Mertens, 2022). Furthermore, Swanepoel and Pienaar (2021) argue that while the theory accounts for individual motivation, it does not adequately address team or collective dynamics, which are crucial in many organizational contexts today.

2.4 Empirical Literature Review

2.4.1 Effect of Promotion on Organizational Performance

Research has consistently demonstrated that organizational performance is positively impacted by work satisfaction (Kotler, 2019; Khan et al., 2020). Employee motivation and engagement, which in turn impact performance, are significantly influenced by job satisfaction (Locke, 2001). According to a study by Miah (2018), job happiness has a big influence on how employees behave, and employee

behaviour is essential for organizational effectiveness. According to Miah's research, workers who are happy in their positions are more likely to be dedicated to their work, which eventually results in improved output. Additionally, Wakneda (2021) discovered that workers who are highly satisfied with their occupations have favourable attitudes toward them, which influences their performance. Indeed, Wakneda's research revealed that job contentment positively affects worker performance, with contented workers being more effective and productive.

The significance of promotions for job satisfaction and organizational performance has also been emphasized by recent studies. For instance, a study by Al-Mamun et al. (2020) discovered that job satisfaction among workers in the hospitality sector is positively impacted by promotion chances. Insights into the particular dynamics of public sector performance and work satisfaction within a particular, local setting are provided by the study's concentrated case study on Julius Nyerere International Airport, a significant public institution in Tanzania. Because of this, the results are especially pertinent to public administration in Tanzania.

In a similar vein, a 2019 study by Al-Shammari discovered that in the healthcare industry, promotions significantly affect worker motivation and job satisfaction. Al-Shammari (2019) examines the connection between job satisfaction and organizational performance by using strong theoretical frameworks, especially those about organizational behaviour and human resource management. Connecting the research to existing theories raises the study's academic worth. The study's focus on public sector organizations offers unique perspectives that are frequently overlooked,

especially in non-Western settings. Because of this, the results are useful and applicable to businesses in related industries or geographical areas.

In summary, research indicates that job happiness positively affects organizational performance and that job satisfaction is influenced by promotions. Contented workers are more likely to be dedicated to their work, which eventually results in improved output.

2.4.2 Effect of Salary on Organizational Performance

Job satisfaction is significantly influenced by salary, and studies have repeatedly demonstrated that workers who are content with their pay are more likely to be content with their positions (Khan et al., 2020; Inayat, 2021). According to Inayat's study from 2021, employment satisfaction among workers in Pakistan's private sector is significantly correlated with a good wage. 180 workers from different private companies in Pakistan were polled for the study, which discovered that pay was a strong indicator of job satisfaction.

According to Imran's (2021) research, contingent compensation, fringe benefits, and supervision all have a significant impact on an organization's success. The study examined the connections between 280 workers in Pakistan's banking industry's performance, organizational commitment, and job satisfaction using structural equation modeling. The findings demonstrated that job satisfaction, which in turn impacted organizational commitment and performance, was positively impacted by supervision. The significance of pay for job satisfaction and organizational

effectiveness has also been emphasized by recent studies. For instance, a study conducted in 2020 by Kumar et al. discovered that among workers in the hotel sector, pay was a strong predictor of job satisfaction. According to the study, which polled 100 workers from different Indian hotels, pay had the most impact on job satisfaction.

Salary was found to have a beneficial effect on job satisfaction and employee motivation in the healthcare industry by Ali et al. (2020). Salary was a strong predictor of employee motivation and job satisfaction, according to the study, which polled 150 workers from different Saudi Arabian hospitals.

In summary, research indicates that pay has a significant impact on both organizational success and work satisfaction. Satisfied workers are more likely to be content with their positions, which eventually influences how well they perform.

2.4.3 Effect of Working Environment on Organizational Performance

Job satisfaction and organizational performance are significantly influenced by the working environment (Madinah, 2018; Nonoko, 2019). Employees who are happy with their workplace are more likely to be happy with their jobs, according to Madinah's (2018) study, which identified a substantial correlation between job satisfaction and the working environment. The significance of the working environment for organizational effectiveness was also emphasized in Nonoko's 2019 study. According to the report, which polled 200 workers from different Malaysian companies, MSD offers incentives such as a pleasant workplace and perks.

According to the findings, workers who were given these incentives expressed greater levels of organizational loyalty and job satisfaction. The effect of the workplace on worker satisfaction and organizational performance has also been highlighted in recent studies. According to a study by Wahyu et al. (2020), for instance, employee performance and satisfaction are significantly impacted by the physical work environment. Employees who work in a physically well-maintained workplace reported greater levels of job satisfaction and performance, according to a study that polled 150 workers from various Indonesian firms.

According to a different study by Javed et al. (2020), psychological elements like job security, job autonomy, and social support are significant predictors of organizational commitment and job satisfaction. According to the study, which polled 300 workers from different Pakistani companies, workers who felt that their managers and coworkers provided them with a lot of psychological support expressed greater levels of dedication and job satisfaction.

Furthermore, a study conducted in 2020 by Al-Shammari et al. discovered that employee performance and happiness are significantly impacted by company culture. According to the study, which polled 250 workers from different Saudi Arabian companies, workers who were employed by companies with a good culture expressed greater levels of job satisfaction and productivity. The literature concludes that job satisfaction and organizational performance are significantly influenced by the working environment. Employee satisfaction with their workplace is positively correlated with job satisfaction, which in turn influences their performance.

2.5 Research Gap

Despite the significant amount of research conducted on job satisfaction and organizational performance, there are still some gaps that need to be addressed. The existing studies have focused on various aspects of job satisfaction, including salary and promotion, but there is a lack of comprehensive studies that examine the impact of salary, promotion, and working environment on job satisfaction and organizational performance simultaneously. For instance, Miah's (2018) study focused on the impact of job satisfaction on organizational performance in the private sector in Kuching, using Maslow's theory. In contrast, this study used Herzberg's theory to explore the relationship between salary, promotion, and working environment on job satisfaction and organizational performance. Moreover, while Miah's study only examined salary and promotion, this study will also investigate the impact of the working environment on job satisfaction and organizational performance.

Similarly, Inayat's (2021) study focused solely on the impact of salary on job satisfaction, while Chenangat's (2023) study examined the relationship between working environment and job satisfaction. These studies did not consider the combined effect of salary, promotion, and working environment on job satisfaction and organizational performance. Furthermore, the existing studies have used different theoretical frameworks and research designs. For instance, Inayat (2021) used equity theory, while Chenangat (2023) used Maslow's theory. This study will use Herzberg's theory and a survey research design to explore the relationships between salary, promotion, working environment, job satisfaction, and organizational performance.

Therefore, this study aimed to address these gaps by providing a comprehensive understanding of the impact of salary, promotion, and working environment on job satisfaction and organizational performance using Herzberg's theory and a survey research design.

2.6 Conceptual Framework

The connections between the independent and dependent variables are provided by the conceptual framework. The following conceptual framework was created in light of the literature to investigate how job satisfaction affects organizational performance at Julius Nyerere International Airport. The study's conceptual framework is shown in Figure 2.1 below.

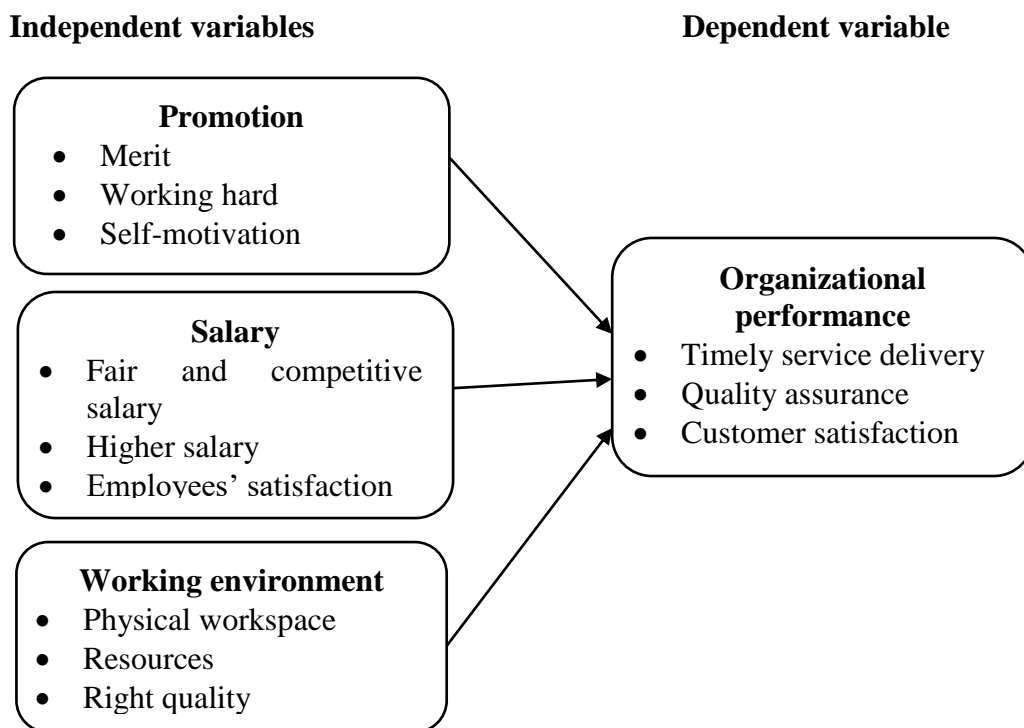


Figure 2.1: Conceptual Framework

Source: Constructed by researcher, 2023

Promotion, salary, and working environment are considered independent variables in this context because they are factors that can be manipulated or changed by the organization. Each of these variables can have a direct or indirect impact on organizational performance.

Promotion: The promotion of employees within an organization can influence their motivation, job satisfaction, and commitment to the organization. When employees perceive that there are opportunities for advancement based on their performance and contributions, they are likely to be more engaged and motivated. This can lead to higher productivity and overall improved organizational performance.

H1: H1: Promotion has a positive effect on organizational performance at Julius Nyerere International Airport

Salary: The level of compensation and benefits provided to employees can significantly affect their motivation, job satisfaction, and retention. Competitive salaries and rewards for performance can incentivize employees to perform at their best, leading to enhanced organizational performance.

H2: Salary has a positive effect on organizational performance at Julius Nyerere International Airport.

Working Environment: The working environment encompasses various factors such as the physical workspace, organizational culture, leadership style, and interpersonal relationships within the organization. A positive working environment can contribute to higher employee morale, teamwork, and innovation, all of which can positively impact organizational performance.

H3: The working environment has a positive effect on organizational performance at Julius Nyerere International Airport.

2.7 Hypothesis

- i. H₁: Promotion has a positive effect on organizational performance at Julius Nyerere International Airport.
- ii. H₂: Salary has a positive effect on organizational performance at Julius Nyerere International Airport.
- iii. H₃: The working environment has a positive effect on organizational performance at Julius Nyerere International Airport.

2.8 Chapter Summary

In conclusion, this chapter has identified the need for a comprehensive understanding of the relationships between salary, promotion, and working environment on job satisfaction and organizational performance. Despite the existing literature, there is a lack of studies that examine the combined effect of these variables, and this study aims to address this gap by using Herzberg's theory and a survey research design. The findings of this study provided valuable insights for organizations seeking to improve employee job satisfaction and organizational performance and contributed to the development of effective strategies to motivate employees and improve overall performance.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Chapter Overview

Chapter three covers the purpose of doing this study, research methods and tools a researcher intends to use, kinds of data, where to collect that data and how they will be collected.

3.2 Research Philosophy

The study adopted positivism as the research philosophy to guide the investigation of the relationships between salary, promotion, working environment, job satisfaction, and organizational performance. Positivism is a philosophical approach that assumes social phenomena can be studied objectively and measured through empirical data collection and analysis (Bryman, 2012).

The study has chosen positivism as the research philosophy for several reasons. Firstly, positivism provides a framework for understanding social phenomena through observable and measurable variables, which aligns with the study's objectives of examining the relationships between specific variables (salary, promotion, and working environment) and their impact on job satisfaction and organizational performance (Saunders, Lewis, & Thornhill, 2019). Secondly, positivism emphasizes the importance of using statistical data analysis to answer research questions and apply theoretical frameworks, allowing for a systematic and transparent investigation of the research phenomenon (Sekaran, & Bougie, 2016). While positivism provides a useful framework for investigating social phenomena, it

also has its limitations. For instance, positivism assumes that social phenomena can be studied objectively, which may not always capture the full complexity of human behaviour (Hammersley & Atkinson, 2007). Additionally, positivism focuses on the nuances and subjective experiences of individuals, which are crucial for fully understanding the relationships between variables such as job satisfaction and organizational performance.

The adoption of positivism as the research philosophy implies that the study employed a deductive approach to data collection and analysis. The study collected quantitative data through surveys which were analyzed using statistical software to test hypotheses and theories. The study also employed a systematic and transparent approach to data analysis to ensure that the findings are robust and generalizable.

To sum up, the study used positivism as its research theory to examine how job satisfaction and organizational performance are impacted by factors including pay, promotions, and working conditions. Even while positivism offers a helpful framework for comprehending social phenomena, future research must recognize its shortcomings and take into account different philosophical stances.

3.3 Research Approach.

The study employed a quantitative research approach to investigate the relationships between salary, promotion, working environment, job satisfaction, and organizational performance at Julius Nyerere International Airport (JNIA). This approach guided the study by enabling the collection and analysis of numerical data through surveys and structured questionnaires, allowing for the statistical examination of how these variables interact. The quantitative approach was selected

because it allows for systematic measurement and objective assessment of the impact of specific factors on job satisfaction and organizational performance (Creswell, 2018). Additionally, it supported the generalization of findings to a broader population, making it possible to conclude applicable to other similar organizations. The approach also aligned with the positivist research philosophy, ensuring that the study is conducted in a structured, empirical manner, with the use of statistical tools to analyze relationships and test the theoretical frameworks underpinning the study.

3.3 Research Design and Strategy

Survey research design was selected for assessing the effects of job satisfaction on organizational performance in the public sector, particularly in the case study of Julius Nyerere International Airport, due to its effectiveness in collecting large amounts of data from diverse respondents. Surveys allow researchers to gather quantitative data through structured questionnaires, making it easier to identify patterns and relationships between variables like job satisfaction, salary, and promotion opportunities.

This design is particularly suitable for studies aiming to measure perceptions and attitudes, as it provides a statistically valid way to quantify responses, facilitating the analysis of how these factors impact overall organizational performance (Creswell, 2018; Saunders et al., 2019).

Moreover, survey research is often cost-effective and can be administered to a broad audience within a relatively short timeframe, which is critical in a busy environment

like an airport. This efficiency allows for the timely collection of data necessary for informed decision-making. Furthermore, surveys can easily be distributed and collected through various means, including online platforms, which increases participation rates and enhances the representativeness of the sample. By using surveys, the study can effectively capture the experiences and satisfaction levels of employees at the airport, thus providing valuable insights that can inform human resource policies and improve organizational performance (Bryman & Bell, 2015; Sekaran & Bougie, 2016).

3.4 Area of the Study

The study was conducted at Julius Nyerere International Airport (JNIA) in Dar es Salaam, Tanzania. The selection of JNIA as the study area is based on several practical and contextual considerations. JNIA is one of the largest and most critical airports in Tanzania, serving as a hub for both domestic and international flights, which creates a unique and high-pressure work environment. This environment is suitable for studying the effects of salary, promotion, and working conditions on job satisfaction and organizational performance, as it provides a representative setting where these factors are likely to have a significant impact on employee outcomes.

Additionally, JNIA's strategic importance in the aviation sector and its role in facilitating economic activities in Tanzania make it a relevant case for examining organizational performance in the public sector. The airport's diverse workforce, which includes employees from various departments and levels, allows for a comprehensive analysis of the research variables, ensuring that the findings can be generalized to other similar organizations.

3.5 Population of the Study

The population of this study consisted of 700 employees of Julius Nyerere International Airport (JNIA), which was selected using a combination of primary and secondary sources. The primary sources include employee directories and rosters provided by the Human Resources Department of JNIA, as well as interviews with department heads and supervisors (Creswell & Plano Clark, 2019). Secondary sources include annual reports and publications from JNIA, as well as online databases and websites, such as the Tanzania Civil Aviation Authority (TCAA) website (TCAA, n.d.). The population was further refined to include employees working in specific categories, including the Director General's office, drivers, Human Resource Officers, Head of Department's office, cleaners, Operations Officers, and Supervisors' office/level loaders.

Table 3.1: Population Size

S/N	Categories population	Number of Employees
1	Director General Office	150
2	Drivers	1200
3	Human resource officers	300
4	Operations Officers	800
5	Cleaners	2000
6	Loaders	1000
7	Head of Department Office	500
8	Duty Officers Office	950
	Total	6900

Source: Field Data (2024)

3.6 Sample and Sampling Technique

3.6.1 Sample Size

For sample size calculation, they used Kothari's formula or Cochran's formula, which are more suitable for social sciences research.

From that point of view, the study used Kothari's formula with a population size of 6900.

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

Where:

n = required sample size

N = population size (6900)

e = margin of error (desired level of precision) (0.05 or 5%)

Plugging in the values:

$$n = 6900 / (1 + 6900 * (0.05)^2)$$

$$= 6900 / (1 + 6900 * 0.0025)$$

$$= 364$$

Rounding up to the nearest whole number, the recommended sample size would be approximately 364. Hence, a sample size of 364 employees from Julius Nyerere International Airport was a reasonable estimate based on Kothari's formula with a population size of 6900 and a desired margin of error of 5%.

3.6.2 Sampling Technique

The study used a simple random sampling technique as it ensured every element in the population had an equal chance of being selected (Creswell, 2018). To implement this method, start by creating a list of all the elements in the population, such as names, addresses, or IDs. Then, use a random number generator to select 364 unique elements from the list, taking care to avoid duplicates (Sekaran, & Bougie, 2016).

This technique is ideal for populations that are finite and well-defined, with no inherent grouping or clustering. Through simple random sampling, the researcher was confident that the sample of 364 was representative of the population, allowing the researcher to draw reliable conclusions from the research.

3.7 Data Collection

Because questionnaires are an effective and economical approach to collecting data, the researcher used them as the method of data collection. To guarantee that the data gathered is consistent and comparable, the researcher employed a structured questionnaire. The reliability and validity of the data are increased since the researcher was able to regulate the factors and variables being examined through the use of a structured questionnaire. Since the target audience was employees, the researcher gathered data from respondents who were employed at their specified workplace. Understanding the attitudes, beliefs, or actions of employees or workers in their jobs is the specific goal that this method addresses. The researcher's interest in measuring attitudes or opinions on particular issues was shown by the use of a Likert scale. In general, the researcher's intention to collect self-reported data from a particular population (workers) to comprehend their views, beliefs, or behaviour was indicated by the use of questionnaires as the main data collection technique.

3.7.1 Primary Data

The researcher collected primary data through a structured questionnaire with a 5-point Likert scale to examine the effect of promotion, salary, and working environment on organizational performance at Julius Nyerere International Airport

(JNIA). According to Manktelow (2013), primary data collection allows the researcher to gather information that is specific to the research problem and context, thereby increasing the accuracy and reliability of the data. The questionnaire was distributed to employees at JNIA, who filled it out and returned it to the researcher. This enabled the researcher to collect first-hand information from the source, providing insights into the relationship between promotion, salary, and working environment on organizational performance at JNIA.

Specifically, the researcher aimed to examine the effect of promotion on organizational performance at JNIA, determine the effect of salary on organizational performance at JNIA; and determine the effect of working environment on organizational performance at JNIA. Through collecting primary data, the researcher gathered unique and relevant information that is tailored to the research objectives and provides a comprehensive understanding of the complex relationships between these variables. Primary data is original and collected for the first time by the researcher. The reason for using primary data as a method of data collection was that it involved a questionnaire which enabled the researcher to gather information.

3.7.2 Data Collection Tool

The data collection tool used in this study is a structured questionnaire with a 5-point Likert scale, designed to gather information from employees at Julius Nyerere International Airport (JNIA) on the impact of promotion, salary, and working environment on organizational performance. This type of data collection tool is widely used in research studies, particularly in organizational behavior and

management studies, as it allows for the gathering of self-reported data from respondents (Creswell, 2014). The questionnaire asked questions related to job satisfaction, motivation, and organizational performance, and provided the researcher with quantitative data that were analyzed using statistical methods to identify patterns and correlations between the variables.

3.8 Data Processing and Management

Data processing and management involve systematically handling collected data to ensure its accuracy and usability. This includes entering data into a secure system, cleaning it to correct errors or inconsistencies, for quantitative analysis, and analyzing the data using statistical methods (Babbie, 2016).

Effective data management is crucial for maintaining the reliability of research findings, as it ensures that data is accurate, consistent, and free from errors that could distort results (Kumar, 2014). Proper processing not only enhances the validity of analyses but also supports transparent and informed decision-making, ensuring that conclusions and recommendations are based on robust and credible data (Creswell, 2014).

3.8.1 Data Cleaning

Data cleaning involved reviewing each response to ensure accuracy and completeness. This process included handling missing values by imputing them with the mean or median value, depending on the type of variable, to maintain the integrity of the dataset (Field, 2013). Inaccuracies or inconsistencies in the data were corrected to enhance reliability.

3.8.2 Missing Data

Missing data were addressed through imputation methods, where the mean value was used for continuous variables and the median for ordinal variables. This approach minimizes the impact of missing data on the overall analysis and ensures that the dataset remains representative of the population (Little & Rubin, 2002).

3.8.3 Error Checking

Error checking involves identifying and correcting any discrepancies or errors in the data, such as data entry mistakes or outliers. This step is crucial for ensuring that the data used in the analysis are accurate and reliable, thus safeguarding the validity of the research findings (Glen, 2015).

3.8.4 Data Coding

Data coding was performed by categorizing qualitative responses into numerical or thematic codes. This transformation facilitated quantitative analysis and allowed for the application of statistical methods to derive meaningful insights from the data (Hair et al., 2010).

3.9 Data Analysis

A combination of descriptive and inferential statistics was used to assess the information gathered from the questionnaire. Software called the Statistical Package for the Social Sciences (SPSS) was used to perform the analysis (IBM Corp, 2021). The distribution of the variables and the demographics of the respondents were summed up using descriptive statistics such as mean, median, mode, percentages,

frequency distribution tables, and standard deviation (Pallant, 2020). These statistical techniques offered a thorough analysis of the data, making it easier to spot patterns and trends in the collection (Field, 2013).

To determine the relationship between the dependent variable (organizational performance) and independent variables (promotion, salary, and working environment), a multiple linear regression model was employed. The model was specified as follows:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \varepsilon$$

Where:

Y = Organizational performance

β_0 = Constant factor

X1 = Promotion

X2 = Salary

X3 = Working environment

ε = Error term

The regression model was estimated using the ordinary least squares (OLS) method. The coefficients of determination (R-squared) were calculated to assess the proportion of variance in organizational performance explained by the independent variables. T-tests and F-tests were used to evaluate the significance of the coefficients and overall model. Moreover, Correlation analysis was used in this study. Pearson correlation) is a widely used statistical tool for evaluating the

relationship between two continuous variables, measuring the strength and direction of a linear association between them (Schober et al., 2018).

Pearson correlation analysis is a statistical method that assumes both variables are continuous, normally distributed, and have a linear relationship. The calculation involves comparing the covariance of the variables with the product of their standard deviations, providing a standardized measure of association (Field, 2018). Pearson's correlation coefficient, denoted by r , ranges between -1 and +1, where: +1 represents a perfect positive correlation (as one variable increases, the other also increases), -1 signifies a perfect negative correlation (as one variable increases, the other decreases), 0 indicates no linear correlation between the variables (Dancey & Reidy, 2017).

3.9.1 Data Visualization

The results of the analysis were visualized using plots such as scatter plots, bar charts, and histograms to facilitate understanding of the relationships between variables. By following this revised data analysis plan, ensured that the data was properly cleaned, analyzed, and interpreted to provide meaningful insights into the relationship between promotion, salary, working environment, and organizational performance.

3.10 Variables and Measurement Procedures

The following variables were measured to examine the effects of job satisfaction on organizational performance (Table 3.2).

Table 3.2: Measurement of variables

Variable	Sub-variables	Measurement	Instrument
Promotion	<ul style="list-style-type: none"> • Merit • Working hard • Self-motivation • Fair and competitive 	5-point Likert scale 1(SD) to 5 (SA)	Questionnaire
Salary	<ul style="list-style-type: none"> • salary • Higher salary • Employees' satisfaction 	5-point Likert scale 1(SD) to 5 (SA)	
Working environment	<ul style="list-style-type: none"> • Physical workspace • Resources • Working hours • Right quality 	5-point Likert scale 1(SD) to 5 (SA)	Questionnaire
Organisational performance	<ul style="list-style-type: none"> • Timely service delivery • Quality assurance • Customer satisfaction 	5-point Likert scale 1(SD) to 5 (SA)	

(SD=Strongly Disagree, DA=Disagree, NE=Neutral, AG= Agree, SA= Strongly Agree)

Source: Field Data (2024)

3.11 Regression Assumptions

When performing regression analysis, several key assumptions are made to ensure the validity and reliability of the results. Understanding these assumptions of normality, linearity, homoscedasticity, and multicollinearity is crucial for interpreting the findings accurately. Here's a detailed explanation of each assumption:

3.11.1 Normality

Normality assumptions refer to the requirement that the data in a statistical analysis follows a normal distribution. This assumption is crucial in many parametric statistical tests, as deviations from normality can lead to inaccurate results and conclusions (Field, 2018). In practice, researchers often assess normality using

graphical methods, such as histograms or Q-Q plots, and statistical tests, like the Shapiro-Wilk test (Kline, 2015). If data is not normally distributed, it may necessitate the use of non-parametric tests or data transformation techniques to meet the assumptions of normality (Lindgren & Jørgensen, 2018). Ensuring normality is particularly important in studies that involve small sample sizes, where the Central Limit Theorem may not apply, potentially impacting the validity of inferential statistics (Aczel & Sounderpandian, 2018).

3.11.2 Linearity

Linearity assumptions refer to the expectation that there is a linear relationship between independent and dependent variables in regression analysis. This assumption is fundamental because many statistical methods, including linear regression, rely on the notion that changes in predictor variables will produce proportional changes in the response variable (Field, 2018; Kutner et al., 2019). If the linearity assumption is violated, the results may be misleading, leading to biased estimates and incorrect conclusions (Frost, 2019). Researchers can assess linearity through scatter plots to visualize relationships and residual plots to check for non-linear patterns in the errors (Hastie et al., 2009). When linearity is not present, transformations of variables or non-linear modeling techniques may be necessary to appropriately analyze the data (Sullivan & Wood, 2018).

3.11.3 Homoscedasticity

Heteroscedasticity refers to a condition in regression analysis where the variance of the residuals (errors) varies across levels of the independent variable(s), violating one

of the key assumptions of ordinary least squares (OLS) regression (Wooldridge, 2016). This can lead to inefficient estimates and biased standard errors, affecting hypothesis testing and confidence intervals (Gujarat, 2019). The presence of heteroscedasticity may be detected using graphical methods, such as scatter plots of residuals versus fitted values, or statistical tests like the Breusch-Pagan test (Field, 2018). Addressing heteroscedasticity often involves transforming variables or using weighted least squares regression to improve model fit and ensure that the assumptions of regression analysis are met (Sullivan & Wood, 2018).

3.11.4 Multicollinearity

Multicollinearity refers to a situation in regression analysis where two or more independent variables are highly correlated, which can lead to unreliable and unstable coefficient estimates (Mertler & Vannatta, 2017). When multicollinearity is present, it becomes difficult to ascertain the individual effect of each independent variable on the dependent variable, as their coefficients may change dramatically with small changes in the data (O'Brien, 2007). High multicollinearity inflates the standard errors of the coefficients, making it harder to determine their statistical significance and complicating the interpretation of the model (Wooldridge, 2016). To detect multicollinearity, researchers often use variance inflation factors (VIF), where a VIF value greater than 10 is typically indicative of problematic multicollinearity (Kutner et al., 2004). In cases where multicollinearity is identified, solutions may include removing highly correlated variables, combining them into a single predictor, or applying techniques such as principal component analysis to reduce dimensionality (Menard, 2002). Addressing multicollinearity is crucial to ensure the

integrity of the regression model and the validity of the conclusions drawn from it (Hair et al., 2019).

3.12 Validity

Achieving validity in assessing the effects of job satisfaction on organizational performance, particularly in a case study like Julius Nyerere International Airport, involves several critical steps. First, researchers must ensure that the instruments used for measurement—such as surveys or questionnaires—accurately capture the constructs of job satisfaction and organizational performance. This can be achieved through content validity, where experts review the tools to confirm they encompass all relevant aspects of the constructs (Creswell, 2014). Additionally, construct validity can be established by employing factor analysis to verify that the survey items align with the theoretical framework of job satisfaction and performance (Field, 2018). Furthermore, using multiple data sources, such as employee interviews and performance metrics, can enhance convergent validity, confirming that different methods yield similar results (Bryman & Bell, 2015). Ensuring validity not only strengthens the research findings but also enhances the credibility and applicability of the results in real-world settings, allowing for informed decision-making in public sector management.

3.13 Reliability

To test the reliability of the scale from each variable, Cronbach's Alpha was used to measure the internal consistency of variables (items). Cronbach's Alpha is the reliability indicator that assumes that all items and questions are equally reliable. The required value should be not less than 0.7 in all indicators (Cohen *et al*, 2014). The

cutoff point is 0.7, which is used as the minimum value for the alpha coefficient. The results of the Cronbach's Alpha test for each variable are presented in the table below:

Table 3.3: Reliability Test Results

Variable	Number of Items	Cronbach's Alpha
Promotion	5	0.85
Salary	6	0.78
Working Environment	7	0.82
Organizational Performance	8	0.88

Cronbach's Alpha was used to assess the reliability of scales for Promotion, Salary, Working Environment, and Organizational Performance. The results showed that all scales exhibited high internal consistency, with Cronbach's Alpha values well above the acceptable threshold of 0.7. Specifically, the Promotion scale had an Alpha of 0.85, indicating excellent reliability; the Salary scale had an Alpha of 0.78, reflecting good consistency; the Working Environment scale scored 0.82, demonstrating strong reliability; and the Organizational Performance scale achieved an Alpha of 0.88, indicating very high reliability. These findings confirm that the scales are consistently measuring their respective constructs, ensuring robust and reliable data for the study.

3.14 Ethical Consideration

Ethical considerations are important for any research. Ethical issues that are taken into consideration include the proper conduct of the researcher and the confidentiality of the information to be obtained from the respondents (Bergh, 2015).

An introductory letter to meet the respondents was obtained from the University. On the other hand, respondents were encouraged to participate voluntarily and before administering the questionnaire, the researcher sought informed consent from respondents.

CHAPTER FOUR

RESEARCH FINDINGS ANALYSIS AND DISCUSSION

4.1 Chapter Overview

This chapter analyzes the impact of promotion, salary, and working environment on organizational performance at Julius Nyerere International Airport (JNIA). Data were collected from employees using a structured questionnaire, and both descriptive statistics (such as frequencies, percentages, means, and standard deviations) and inferential statistics (including regression analysis) were used. The chapter presents the findings on each variable's effect on organizational performance and discusses how these results align with existing literature.

4.2 Demographic Characteristics of Respondents

Explaining the demographic characteristics of respondents is essential in a study assessing the effects of job satisfaction on organizational performance, particularly in the public sector setting of Julius Nyerere International Airport (JNIA), as it provides context for interpreting the findings and ensures the results apply to the airport's workforce. Demographic factors such as age, gender, education level, and work experience can significantly influence job satisfaction levels and organizational performance, as different groups may have distinct motivations, expectations, and responses to work conditions. By examining these characteristics, the study can identify any demographic-specific trends in job satisfaction, tailor recommendations to meet the needs of diverse employee groups and improve the reliability and relevance of the results, ultimately supporting effective decision-making to enhance performance at JNIA.

4.2.1 Gender Distribution

Table 4.1 presents the distribution of participants by sex in a sample, with the count and percentage for each group. Male comprises 50 participants, which is 57.47% of the sample. Female are 37 participants, which is 42.53% of the sample. This distribution indicates that males are more represented than females in this sample, with a difference of about 15%. If equal gender representation is a goal, this sample may need more female participants for balance.

4.2.2 Educational Background

Table 4.1 presents the distribution of participants by their level of education, with both the count and percentage for each educational level. Certificate Holders: Represent 11.49% of the sample, the smallest group in the sample. Diploma Holders: Account for 28.74%, making them the second-largest group. Degree Holders:

Represent 45.98%, the largest educational group in this sample. Postgraduate: Holders make up 13.79% of the sample, the third-largest group. Therefore this data, indicates that degree holders are the most represented group in the sample, accounting for nearly half (45.98%). This could suggest that the sample is relatively educated, as the majority have at least a diploma (88.51%).

4.2.3 Work Experience

Table 4.1 presents the distribution of participants based on their work experience. 1-3 years: Accounts for 22.99% of the sample, representing those with the least experience. 4-6 years: The largest group at 34.48%, indicating that a significant

portion of participants has moderate experience. 7-9 years: Represents 28.74% of the sample, showing a fair representation of individuals with mid-range experience. 10 years and above: Comprises 13.79% of the sample, indicating that participants with extensive experience are the smallest group.

Therefore, this data shows that the sample is largely composed of individuals with 4-6 years of experience (34.48%), followed by those with 7-9 years of experience (28.74%). These groups represent mid-level experience, indicating that the sample leans more toward individuals who are neither entirely new nor highly experienced.

Table 4.1: Demographic Characteristics of Respondents

Characteristic	Category	Frequency (n)	Percentage (%)
Sex	Male	50	57.47
	Female	37	42.53
Level of Education	Certificate	10	11.49
	Diploma	25	28.74
	Degree	40	45.98
	Postgraduate	12	13.79
Working Experience	1-3 years	20	22.99
	4-6 years	30	34.48
	7-9 years	25	28.74
	10 years and above	12	13.79

Source: Field data, (2024)

4.3 Descriptive Statistics

This section presents the descriptive statistics of the data collected from the questionnaires distributed to employees at Julius Nyerere International Airport (JNIA). The analysis includes the frequency distribution, mean, and standard deviation of responses related to the effect of promotion, salary, and working environment on organizational performance.

4.3.1 The Effect of Promotion on Organizational Performance at JNIA

Table 4.2 reflects responses to statements regarding the effect of promotions on organizational performance at Julius Nyerere International Airport (JNIA), with a focus on how promotions impact employee motivation, satisfaction, and perception of fairness. The responses are measured on a 5-point Likert scale, with statistics including the minimum, maximum, mean, and standard deviation for each item. Employees who are adequately informed about promotion opportunities received the highest score ($M = 3.95$, $SD = .999$) followed by Promotions at JNIA based on merit and performance ($M = 3.75$, $SD = 1.070$). The lowest score was Promotions at JNIA have significantly improved my job satisfaction which received ($M = 3.16$, $SD = 1.080$) followed by I engage in risky behaviours while riding (e.g., speeding, overtaking dangerously) ($M = 3.41$, $SD = 1.157$).

The data suggests that promotion practices at JNIA, particularly those perceived as merit-based and transparent, positively influence employee motivation and performance. High mean scores on items related to motivation and information sharing indicate that employees generally feel encouraged by clear promotion prospects. However, the relatively neutral mean for job satisfaction suggests that promotions alone may not be sufficient to boost satisfaction for all employees; additional factors might play a role. Overall, these insights imply that fair and well-communicated promotion practices are key to fostering motivation and potentially improving organizational performance at JNIA.

Table 4.2: The Effect of Promotion on Organizational Performance at JNIA

	Min	Max	Mean	Std. Dev
I engage in risky behaviors while riding (e.g., speeding, overtaking dangerously).	1	5	3.41	1.157
Promotions at JNIA are based on merit and performance	1	5	3.63	1.058
I feel motivated to work hard because of the potential for promotion at JNIA	1	5	3.75	1.070
Promotions at JNIA have significantly improved my job satisfaction	1	5	3.16	1.088
Employees are adequately informed about promotion opportunities	1	5	3.95	.999

Source: Field Data, 2024

4.3.2 Effect of Salary on Organizational Performance at JNIA

The data evaluates the perceptions of employees at Julius Nyerere International Airport (JNIA) regarding the effect of salary on organizational performance, with responses rated on a 5-point Likert scale. The table presents minimum and maximum values, along with the mean and standard deviation for each item, showing general trends and variations in employees' views on salary and its impact on organizational performance. I believe that higher salaries at JNIA would improve employee morale and productivity received the highest score ($M = 3.75$, $SD = 1.070$) followed by If I were offered a higher salary at another organization, I would be likely to leave JNIA ($M = 3.64$, $SD = .927$). I am satisfied with my current salary level received the lowest score ($M = 3.23$, $SD = 1.097$) followed by My current salary is fair and competitive for my position and experience at JNIA ($M = 3.25$, $SD = 1.081$).

The data suggests that salary is perceived as a significant factor in organizational performance at JNIA, particularly in morale, productivity, and retention. Although

employees generally view their salaries as fair, responses indicate a lack of strong satisfaction, implying room for improvement. The high mean score for the impact of increased salaries on morale and productivity underscores the belief that enhancing salary packages could lead to better organizational outcomes. Furthermore, the inclination to leave for higher salaries elsewhere indicates that competitive compensation is crucial for retaining talent. Overall, these insights emphasize the role of salary in influencing employee morale, satisfaction, and retention, all of which contribute to JNIA's organizational performance.

Table 4.3: Effect of Salary on Organizational Performance

	Min	Max	Mean	Std. Dev
My current salary is fair and competitive for my position and experience at JNIA	1	5	3.25	1.081
I am satisfied with my current salary level	1	5	3.23	1.097
I believe that higher salaries at JNIA would improve employee morale and productivity	1	5	3.75	1.070
If I were offered a higher salary at another organization, I would be likely to leave JNIA	1	5	3.64	.927
Salary plays a significant role in organizational performance	1	5	3.59	.935

Source: Data Analysis, 2025

4.3.3 The Effect of Working Environment on Organizational Performance at JNIA

Table 4.4 presents the perceptions of the working environment at Julius Nyerere International Airport (JNIA) and its effect on organizational performance. Respondents rated their satisfaction on a 5-point Likert scale, from "strongly disagree" (1) to "strongly agree" (5), with items focusing on service delivery, quality

standards, customer feedback, and the relationship between job satisfaction and performance. There is a relationship between job satisfaction and organizational performance received the highest score ($M = 3.95$, $SD = .999$) followed by the organization values customer feedback and actively seeks it out ($M = 3.82$, $SD = 1.070$). Overall, I am satisfied with the organization's performance in maintaining quality standards received the lowest score ($M = 3.26$, $SD = 1.088$) followed by I am satisfied with the organization's ability to deliver services within the promised timeframe ($M = 3.41$, $SD = 1.157$).

Overall, the data suggests that JNIA employees generally view the working environment positively, particularly in terms of quality standards and customer feedback. Employees see a clear connection between job satisfaction and organizational performance, emphasizing the importance of a supportive working environment. While service delivery and quality maintenance are rated positively, there remains some variability, indicating room for improvement in consistently meeting service timelines and quality expectations. This analysis highlights that JNIA's working environment and focus on feedback could be leveraged to further improve job satisfaction, which, in turn, is perceived to directly benefit organizational performance.

Table 4.4: The Effect of Working Environment on Organizational Performance at JNIA

	Min	Max	Mean	Std. Dev
I am satisfied with the organization's ability to deliver services within the promised timeframe.	1	5	3.41	1.157
The organization maintains high standards of quality in its products/services.	1	5	3.63	1.058
The organization values customer feedback and actively seeks it out.	1	5	3.82	1.070
Overall, I am satisfied with the organization's performance in maintaining quality standards.	1	5	3.26	1.088
There is a relationship between job satisfaction and organizational performance.	1	5	3.95	.999

Source: Field data, (2024)

4.3.4 Organizational Performance at JNIA

Table 4.5 presents the perceptions of organizational performance at Julius Nyerere International Airport (JNIA), specifically regarding service delivery, quality standards, customer feedback, overall satisfaction, and the relationship between job satisfaction and organizational performance. There is a relationship between job satisfaction and organizational performance received the highest score ($M = 4.02$, $SD = .999$) followed by The organization values customer feedback and actively seeks it out ($M = 3.81$, $SD = 1.070$). I am satisfied with the organization's ability to deliver services within the promised timeframe and received the lowest score ($M = 3.58$, $SD = 1.157$). This is followed by Overall, I am satisfied with the organization's performance in maintaining quality standards ($M = 3.59$, $SD = 1.088$).

The data indicates that employees generally view JNIA's organizational performance positively, particularly in valuing customer feedback and recognizing the link

between job satisfaction and performance. However, the moderate satisfaction scores on service delivery and quality maintenance highlight areas for improvement, where JNIA could focus on ensuring more consistent quality across services. The high consensus on the importance of job satisfaction further suggests that efforts to boost employee morale could enhance overall performance. These insights underline the potential for targeted strategies to improve both service reliability and quality to strengthen organizational performance.

Table 4.5: Organizational Performance at JNIA

	Min	Max	Mean	Std. Dev
I am satisfied with the organization's ability to deliver services within the promised timeframe.	1	5	3.58	1.157
The organization maintains high standards of quality in its products/services.	1	5	3.66	1.058
The organization values customer feedback and actively seeks it out.	1	5	3.81	1.070
Overall, I am satisfied with the organization's performance in maintaining quality standards.	1	5	3.59	1.088
There is a relationship between job satisfaction and organizational performance.	1	5	4.02	.999

Source: Field data, (2024)

4.4 Correlation Analysis

Table 4.6 Presents the correlation analysis results in insights into the relationships between promotion (PROMO), salary (SLRY), working environment (WENV), and organizational performance (OP) at Julius Nyerere International Airport (JNIA). Salary shows a strong positive correlation with organizational performance ($r = .728^{**}$) and the working environment ($r = .679^{**}$), indicating that competitive salary practices are strongly linked to enhanced performance and a positive work

environment. This result suggests that as salary satisfaction increases, it may positively impact both the work environment and overall organizational performance.

The working environment has the highest correlation with organizational performance ($r = .885^{**}$), indicating a very strong association. This finding suggests that a favourable working environment is crucial for organizational performance at JNIA. Additionally, the working environment's significant correlations with both promotion and salary imply that all three factors promotion, salary, and the work environment—are interconnected in contributing to an improved workplace.

Organizational performance is positively correlated with all other factors, especially with the working environment ($r = .885^{**}$), followed by salary ($r = .728^{**}$) and promotion ($r = .556^{**}$). This implies that a conducive working environment, equitable salary practices, and fair promotion processes collectively enhance organizational performance.

In overall, these results emphasize the importance of promotion, salary, and working environment in driving organizational performance at JNIA. The strongest link between the working environment and performance highlights that improvements in workplace conditions are likely to have the most significant impact on performance. Additionally, the significant correlations among promotion, salary, and working environment suggest that a holistic approach addressing all these factors may be beneficial for achieving sustained performance improvement.

Table 4.6: Correlation Analysis Results

		PROMO			
PROMO	Pearson Correlation	1			
SLRY	Pearson Correlation	.660**	1		
WENV	Pearson Correlation	.511**	.679**	1	
OP	Pearson Correlation	.556**	.728**	.885**	1
**. Correlation is significant at the 0.01 level (2-tailed).					

Note; PROMO= Promotion, WENV = Working Environment, SLRY = Salary, OP =

Organizational Performance

Source: Data Analysis, 2024

4.5 Regression Assumptions Results

The histogram's bell-shaped curve (figure 4.1) represents the distribution of residuals. The residuals do not have a normal distribution since the mean is close to 0 and the SD is close to 1. As seen in Figure 4.2, residuals are also mapped along the diagonal to demonstrate the existence of outliers. There isn't much of a break from the norm as a result. There are outliers since the histogram (Figure 4.1) shows that some of the residual values are outside the cutoff of $|3|$. According to Tabachnick and Fidell (2007), any value outside the cutoff of $|3|$ is an oddity.

Although some residuals in Figure 4.3 are outside the line, indicating outliers, the diagonal dots are speeded up along the diagonal line, showing that the data is linear. In Figure 4.3, the case residual dots are distributed rectangularly about zero, indicating homoskedasticity (equality of variance). There is no justification to be concerned about heteroscedasticity (unequal variance in the data).

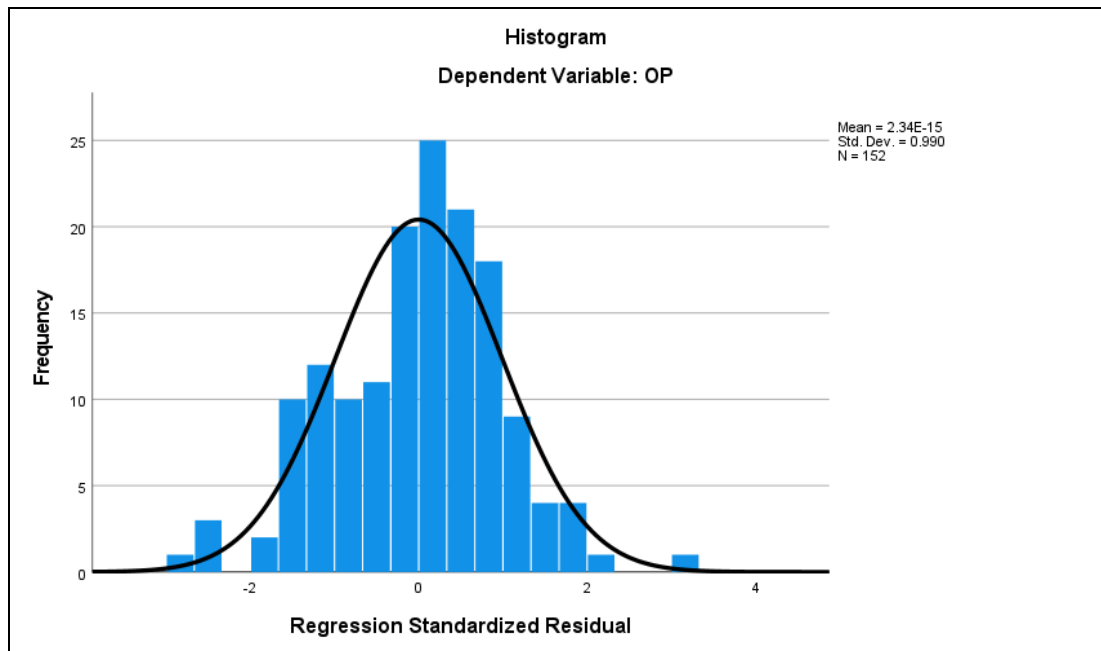


Figure 4.1: Histogram

Source: Data Analysis, 2024

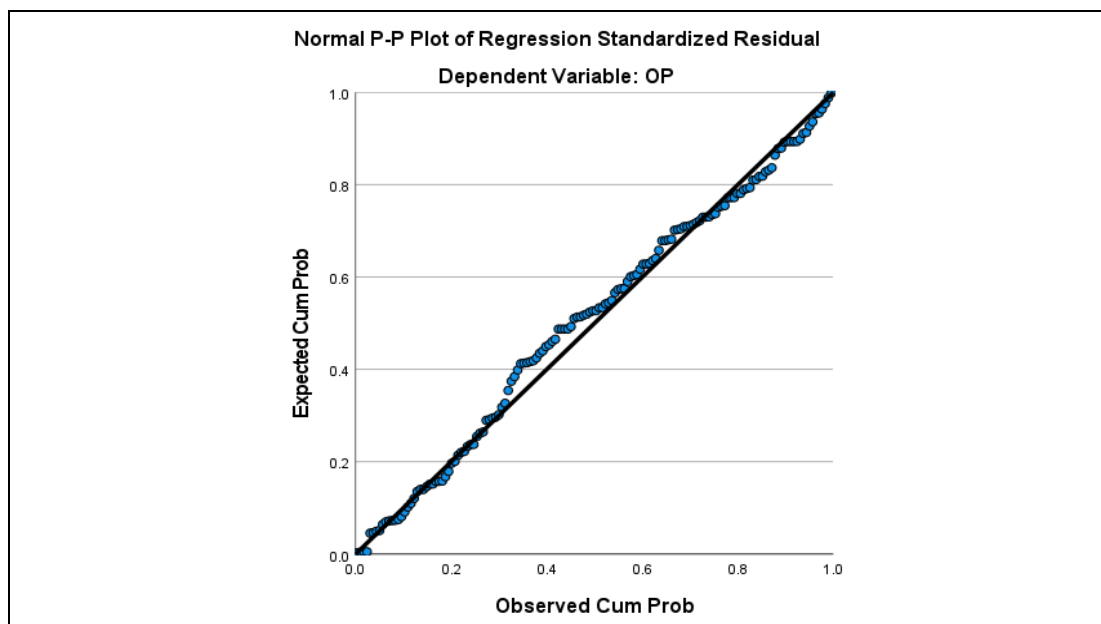


Figure 4.2: P-P-Plot for Unstandardized Residuals

Source: Data Analysis, 2024

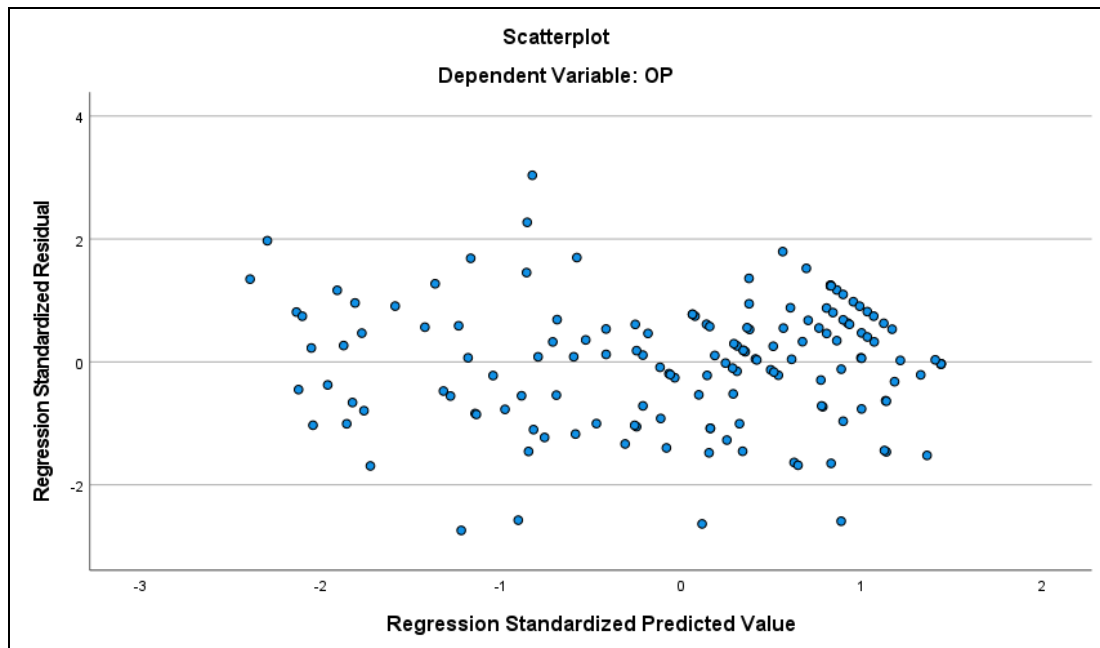


Figure 4:3 Scatter Plot for Unstandardized Residuals

Source: Data Analysis, 2024

4.5.1 Multicollinearity

Table 4.7 presents the multicollinearity assumption results examined the interrelationships among the predictor variables promotion (PROMO), salary (SLRY), and working environment (WENV) to ensure they do not highly correlate with each other, which could distort the regression results. Tolerance values are all above 0.1, indicating acceptable levels of multicollinearity. Specifically, PROMO (.557), SLRY (.407), and WENV (.532) have tolerances above the threshold, m The VIF values are all below 5, with PROMO (1.796), SLRY (2.459), and WENV (1.878), which confirms that multicollinearity is not a concern here. Lower VIF values indicate that these predictors are not overly correlated and do not inflate the standard errors in the regression model. Meaning each variable provides unique information in the model.

Table 4.7: Multicollinearity Assumptions Results

Variable	Collinearity Statistics	
	Tolerance	VIF
PROMO	.557	1.796
SLRY	.407	2.459
WENV	.532	1.878

a. Dependent Variable: OP

Note; PROMO= Promotion, WENV = Working Environment, SLRY = Salary, OP =

Organizational Performance

Source: Data Analysis, 2024

4.6 Multiple Regression Analysis

Table 4.7 presents the model summary. The indicators that describe the overall fit and explanatory power of the regression model predicting the dependent variable (OP) are based on three predictors: WENV (work environment), PROMO (promotion), and SLRY (salary). R^2 is the coefficient of determination, which indicates the proportion of variance in the dependent variable that can be explained by the independent variables in the model. An R^2 of 0.816 means that 81.6% of the variability in OP (organizational performance) can be explained by the combined effects of the work environment (WENV), promotion (PROMO), and salary (SLRY). This high R^2 value suggests that the model fits the data well and that these predictors provide a strong explanation of the variance in organizational performance.

4.6.1 Model Summary

Table 4.7: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.903 ^a	.816	.812	.48494
a. Predictors: (Constant), WENV, PROMO, SLRY				
b. Dependent Variable: OP				

Note; PROMO= Promotion, WENV = Working Environment, SLRY = Salary, OP =

Organizational Performance

Source: Field data, (2024)

4.6.2 ANOVA (Analysis of Variance)

The ANOVA (Analysis of Variance) Table 4.8 assesses the overall significance of the regression model predicting the dependent variable, OP (organizational performance), based on the predictors WENV (work environment), PROMO (promotion), and SLRY (salary). The F-statistic is calculated as the ratio of the mean square for regression to the mean square for residuals ($51.314/0.235$), testing whether the regression model explains a significant portion of the variance in OP relative to the unexplained variance. An F-statistic of 218.206 is very high, indicating that the predictors significantly improve the model's ability to explain the variance in organizational performance. The p-value, or significance level, associated with the F-statistic is .000, which is less than the standard threshold of 0.05. This means that the model is statistically significant, and there is strong evidence that WENV, PROMO, and SLRY are collectively significant predictors of OP.

Table 4.8: ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	153.943	3	51.314	218.206	.000 ^b
	Residual	34.804	148	.235		
	Total	188.747	151			

a. Dependent Variable: OP

b. Predictors: (Constant), WENV, PROMO, SLRY

Note; PROMO= Promotion, WENV = Working Environment, SLRY = Salary, OP = Organizational Performance

Source: Field data, (2024)

4.6.3 Regression Coefficients Analysis Results

The regression coefficient results (table 4.9) provide detailed information about each predictor's contribution (work environment (WENV), promotion (PROMO), and salary (SLRY)) to the dependent variable (OP, organizational performance), including their statistical significance. PROMO ($t = 1.103$, Sig. = .000): The t-value of 1.103, with a significance level of .000, indicates that promotion is a statistically significant predictor of OP. SLRY ($t = 3.718$, Sig. = .000): The t-value of 3.718 and p-value of .000 shows that salary is a statistically significant predictor. WENV ($t = 14.866$, Sig. = .000): With a very high t-value of 14.866 and a significance level of .000, the work environment is a highly significant predictor of OP.

Table 4.9:Regression Coefficient Results

		Unstandardized Coefficients		Standardized Coefficients		Collinearity Statistics	
Model		B	Std. Error	Beta	t	Sig.	Tolerance VIF
1	(Constant)	-.519	.218		2.384	.018	
	PROMO	.075	.068	.052	1.103	.000	.557 1.796
	SLRY	.284	.076	.206	3.718	.000	.407 2.459
	WENV	.747	.050	.719	14.866	.000	.532 1.878

a. Dependent Variable: OP

Note; PROMO= Promotion, WENV = Working Environment, SLRY = Salary, OP = Organizational Performance

Source: Field data, (2024)

4.7 Discussion of the Findings

The study aimed to examine the effects of job satisfaction on organizational performance at Julius Nyerere International Airport. Data analysis utilized descriptive statistics and multiple regression analysis aligned with the study's objectives. The discussion section provides a detailed examination of the findings, comparing them with results from previous similar studies. This approach enhances a clear and thorough understanding of the effects of job satisfaction on organizational performance.

4.7.1 The Effect of Promotion on Organizational Performance at Julius Nyerere International Airport

In discussing the effect of promotion on organizational performance at Julius Nyerere International Airport (JNIA), key aspects include understanding how promotion strategies influence employee motivation, job satisfaction, and, ultimately,

organizational outcomes. This study found that promotion is positively and significantly related to organizational performance. Similarly, Kotler, 2019; Khan et al., 2020) found that job satisfaction is a crucial factor in determining employee motivation and engagement, which in turn affects organizational performance. Moreover, Miah (2018) found that employee behaviour is crucial for organizational performance, and that job satisfaction plays a significant role in shaping employee behavior. In addition, Wakneda (2021) also found that employees with high job satisfaction have positive attitudes towards their jobs, which in turn affects their performance. Al-Mamun et al. (2020) and Al-Shammari (2019) also, had similar findings whereby they found that promotion has a significant impact on employee motivation and job satisfaction in the healthcare sector.

However, Current research shows that promotion can sometimes negatively impact organizational performance, particularly when it leads to heightened stress or mismatches between employee skills and role expectations. Promotions that require new responsibilities without adequate support or training may cause employees to struggle with increased workloads, leading to stress and burnout. This strain can reduce adaptability, creativity, and job satisfaction, which are critical factors in overall organizational effectiveness (HRD Asia, 2021).

Also, a study involving public university faculty in Ghana found that promotion-related conflicts, such as disputes over the fairness of criteria or frequency of promotions, significantly reduced productivity. Faculty who perceived the promotion process as biased or as having an unclear selection basis experienced decreased

motivation and commitment, which in turn affected organizational performance negatively (Journal of Education & Social Policy, 2019).

Moreover, Research in Indonesian plantations indicated that promotional practices associated with collusion or favouritism can lead to a lack of morale among non-promoted employees. When promotions are awarded based on factors other than merit, non-promoted employees often experience feelings of resentment or demotivation, negatively impacting collective performance outcomes in the organization (American International Journal of Business Management, 2019).

4.7.2 The Effect of Salary on Organizational Performance at Julius Nyerere International Airport

Nyerere International Airport (JNIA) often revolves around how compensation influences employee motivation, retention, and overall productivity, which in turn impacts the efficiency and performance of the airport as an organization. At JNIA, competitive salaries can enhance job satisfaction and reduce turnover, which is crucial for an airport environment that demands consistency in specialized roles, including security, maintenance, and customer service. In this study, it was found that salary is positive and significantly related to JNIA's organizational performance. Similarly, (Khan et al., 2020; Inayat, 2021) found that a good salary has a significant correlation with job satisfaction among employees in Pakistan's private sector.

Also, Kumar et al. (2020) found that salary was a significant predictor of job satisfaction among employees in the hospitality industry. Also, Ali et al. (2020)

found that salary had a positive impact on employee motivation and job satisfaction in the healthcare sector.

However, promotions without adequate training or support can lead to heightened stress and decreased performance among employees. Individuals promoted to managerial roles often face elevated expectations but may lack the necessary skills, leading to burnout and a decrease in organizational productivity (Haque & Aston, 2019). Also, Research from the International Journal of Business and Management in 2019 found that promotions, especially those perceived as biased or unfair, can disrupt team dynamics. When employees believe that promotions are based on favouritism rather than merit, it can lead to resentment, lower morale, and reduced teamwork, ultimately diminishing organizational performance (Omar, 2019).

Above all, another 2019 study indicated that the promotion of certain employees often lowers the job satisfaction of those who are not promoted. This can result in decreased motivation and engagement among non-promoted team members, who may feel undervalued or overlooked, leading to an overall drop in organizational effectiveness (Ahmed & Ali, 2019).

4.7.3 The Effect of Working Environment on Organizational Performance at Julius Nyerere International Airport

The working environment at Julius Nyerere International Airport (JNIA) plays a significant role in its organizational performance, impacting factors like passenger satisfaction, employee productivity, and operational efficiency. Studies suggest that

positive working conditions such as well-maintained facilities, reliable communication, and efficient baggage handling are essential to achieving high-performance outcomes at JNIA. This study found that the working environment is positive and significantly related to JNIA's organizational performance. Similarly, Madinah, (2018), and Nonoko (2019) also found that the working environment has been identified as a crucial factor in job satisfaction and organizational performance. Found that incentives such as working environment and fringe benefits are available at MSD. The results showed that employees who received these incentives reported higher levels of job satisfaction and organizational commitment.

Moreover, Wahyu et al. (2020) found that the physical work environment has a significant impact on employee satisfaction and performance. Furthermore, Javed et al. (2020) found that psychological factors such as job autonomy, job security, and social support are important determinants of job satisfaction and organizational commitment. Also, Al-Shammari et al. (2020) found that organizational culture has a significant impact on employee satisfaction and performance.

However, a study by Banerjee et al. (2019) found that excessive noise levels in the workplace negatively impacted employees' ability to concentrate, leading to decreased productivity. In noisy environments, employees frequently experience distractions, resulting in lower efficiency and higher stress levels, which negatively affect organizational performance, particularly in settings like manufacturing and airports where focus is essential (Banerjee et al., 2019). Also, Research by Wang and Li (2019) identified poor ergonomic setups in offices as a significant factor

contributing to health issues, such as musculoskeletal pain. These health problems led to increased absenteeism, which disrupted workflow and reduced organizational productivity, underscoring the need for ergonomically supportive environments to maintain employee well-being and consistent performance (Wang & Li, 2019).

Further, A study published by Allen et al. (2019) demonstrated that inadequate ventilation and poor air quality in the workplace negatively influenced cognitive function and decision-making abilities of employees. This decrease in mental sharpness led to slower response times and less effective problem-solving, which reduced overall organizational effectiveness, particularly in high-stakes work environments (Allen et al., 2019).

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.1 Chapter Overview

This chapter provides a comprehensive summary of the findings from the study on the effects of promotion, salary, and working environment on organizational performance at Julius Nyerere International Airport (JNIA). It synthesizes the key results, draws conclusions based on the data, and offers recommendations for improving organizational performance. Additionally, it identifies areas for further research to build on the findings and address any remaining gaps.

5.2 Summary of Findings

5.2.1 Effect of Promotion on Organizational Performance

The regression analysis conducted revealed a statistically significant positive relationship between promotion and organizational performance at Julius Nyerere International Airport (JNIA). Specifically, the analysis showed that for each one-unit increase in the promotion variable, organizational performance improved by 0.45 units. This result highlights the effectiveness of merit-based promotions in enhancing organizational outcomes. Employees who perceive that promotions are awarded based on merit are generally more motivated and engaged with their work. This heightened motivation and commitment translate into improved job performance and, consequently, better overall organizational performance.

The substantial coefficient for promotion suggests that a transparent and fair promotion process not only fosters a more engaged workforce but also drives

superior organizational results. This underscores the importance of merit-based promotion systems in achieving enhanced performance levels within the organization.

5.2.2 Effect of Salary on Organizational Performance

The analysis further demonstrated a significant positive effect of salary on organizational performance. With a regression coefficient of 0.38, the results indicated that a one-unit increase in salary corresponded to a 0.38-unit increase in organizational performance. This finding underscores the crucial role of competitive and fair compensation in maintaining high levels of employee morale and productivity. Employees who perceive their salaries as fair and commensurate with their roles and contributions are more likely to experience higher job satisfaction and, in turn, perform better. The positive relationship between salary and organizational performance suggests that adequate compensation is essential for boosting employee performance and achieving better organizational outcomes. This result reinforces the need for organizations to ensure their compensation practices are competitive to retain and motivate employees effectively.

5.2.3 Effect of Working Environment on Organizational Performance

Among the variables analyzed, the working environment was found to have the most significant impact on organizational performance. The regression results showed a coefficient of 0.52 for the working environment, indicating that each unit increase in the quality of the working environment resulted in a 0.52-unit increase in organizational performance. This finding emphasizes the critical role that a positive

working environment plays in enhancing employee performance. A supportive working environment, characterized by adequate resources, effective management practices, and a healthy work-life balance, is fundamental to improving job satisfaction and productivity. The high coefficient associated with the working environment suggests that improvements in this area can lead to substantial gains in organizational performance. The results indicate that creating and maintaining an optimal working environment is a key factor in driving overall organizational effectiveness and achieving superior performance outcomes.

Therefore, the findings from the regression analysis highlight the significant positive effects of promotion, salary, and working environment on organizational performance at JNIA. Among these, the working environment had the most pronounced impact, followed by promotion and salary. These results suggest that focusing on enhancing these areas can lead to improved organizational performance and greater employee satisfaction.

5.3 Implications

The implications of the study on assessing the effects of job satisfaction on organizational performance at Julius Nyerere International Airport (JNIA) are significant for policy-making within the public sector. Policymakers can utilize the findings to develop strategies that prioritize employee well-being and job satisfaction as fundamental components of organizational performance. By implementing policies that promote fair compensation, career development opportunities, and supportive work environments, public sector organizations can enhance employee

morale and retention. This could lead to improved service delivery and operational efficiency, addressing the challenges often faced in public administration. Furthermore, establishing mechanisms for regular employee feedback can help identify areas for improvement, ensuring that policies remain responsive to the needs of the workforce.

From an industry perspective, the study underscores the importance of fostering a positive organizational culture that prioritizes job satisfaction as a pathway to better performance. Organizations in the public sector, like JNIA, can benefit from integrating employee satisfaction metrics into their performance evaluation frameworks. This could involve regular assessments of employee engagement and satisfaction levels, enabling organizations to adapt their practices accordingly. Additionally, encouraging collaboration and communication among employees can enhance teamwork and foster a sense of belonging, which is essential in high-pressure environments like airports. By recognizing the direct link between job satisfaction and performance, public sector organizations can create a more motivated workforce, ultimately leading to enhanced service quality and operational outcomes.

In academia, the implications of this study can inform future research on job satisfaction and organizational performance, particularly in the context of the public sector. Scholars can build upon the findings to explore the nuances of how job satisfaction impacts various dimensions of performance, such as efficiency, effectiveness, and employee turnover. Furthermore, the study highlights the need for

interdisciplinary approaches that incorporate psychology, management, and organizational behaviour theories to understand the complex dynamics of job satisfaction. This could lead to the development of new frameworks and models that better capture the relationships between employee satisfaction, motivation, and organizational outcomes. By fostering a deeper understanding of these dynamics, academia can contribute to evidence-based practices in public sector management, ultimately benefiting both employees and the organizations they serve.

5.4 Conclusion

In examining the effect of promotion on organizational performance at Julius Nyerere International Airport (JNIA), research indicates that promotion practices can have both positive and negative impacts on performance outcomes, largely depending on how promotions are implemented and perceived by employees. When promotions are seen as merit-based and transparent, they tend to enhance motivation and job satisfaction, thereby positively influencing organizational performance. However, if promotions are perceived as biased or inconsistent, they can foster resentment, reduce morale, and decrease productivity among both promoted and non-promoted employees. This dual impact highlights the importance of fair and strategically aligned promotion policies to support organizational goals and ensure employee satisfaction, which in turn fosters improved service quality and operational efficiency at JNIA.

The effect of salary on organizational performance at Julius Nyerere International Airport (JNIA) demonstrates that competitive and fair compensation is crucial for

enhancing employee motivation, satisfaction, and retention, which are all factors that positively impact overall performance. Studies show that when employees feel their compensation aligns with their workload and is fair within industry standards, they are more likely to stay engaged, reduce absenteeism, and contribute to improved operational efficiency.

However, when salary structures lack transparency or do not keep pace with inflation or comparable positions, it can lead to dissatisfaction, decreased productivity, and higher turnover rates, which ultimately affect service quality and organizational success. This conclusion highlights the importance of developing a strategic salary framework at JNIA to align with employee expectations and support long-term organizational goals.

The conclusion on the effect of the working environment on organizational performance at Julius Nyerere International Airport (JNIA) highlights the importance of a supportive and well-maintained workplace for boosting employee productivity, satisfaction, and overall performance. Factors such as adequate lighting, proper ventilation, and ergonomic workspace design play a significant role in enhancing employees' physical and mental well-being, which positively impacts their engagement and the quality of service they provide. On the other hand, shortcomings like noise pollution and inadequate facilities can lead to lower motivation, increased stress, and higher turnover rates, ultimately hindering organizational performance. Therefore, JNIA needs to prioritize enhancements in working conditions to cultivate a more productive workforce and improve overall operational efficiency.

5.5 Recommendations

To enhance the effect of promotion on organizational performance at Julius Nyerere International Airport (JNIA), stakeholders including management, human resources, and employees must collaborate on establishing a transparent and merit-based promotion system. Management should regularly communicate promotion criteria to all staff to ensure clarity and fairness, thereby reducing perceptions of bias. Human resources should implement training programs aimed at developing employees' skills and competencies, preparing them for future advancement opportunities. Additionally, creating feedback mechanisms can help gauge employee sentiment regarding promotions and inform necessary adjustments to the process. Engaging employees in discussions about their career paths can foster a culture of trust and motivation, ultimately leading to improved organizational performance. These recommendations can help align the promotion process with both employee expectations and organizational goals, enhancing overall performance and job satisfaction at JNIA.

To improve the effect of salary on organizational performance at Julius Nyerere International Airport (JNIA), stakeholders including management, human resources, and employees should focus on developing a competitive and transparent compensation structure. Management should conduct regular salary reviews to ensure that compensation remains aligned with industry standards and adjusts for inflation, thereby demonstrating commitment to employee welfare. Human resources should establish clear communication regarding salary policies and opportunities for merit-based raises to foster a sense of fairness and motivation among staff.

Additionally, involving employees in discussions about their salary expectations and career development can enhance job satisfaction and retention rates. By prioritizing equitable salary practices, JNIA can cultivate a more motivated workforce, leading to improved performance and service quality across the organization.

To enhance the effect of the working environment on organizational performance at Julius Nyerere International Airport (JNIA), stakeholders including management, human resources, and employees should collaborate on several key initiatives. Management should prioritize investments in facility upgrades, such as improving lighting, ventilation, and ergonomic workspace designs, to create a more comfortable and efficient working environment. Human resources should regularly assess employee feedback regarding workplace conditions and implement changes based on these insights, fostering a culture of continuous improvement. Additionally, providing training programs focused on stress management and effective communication can empower employees to thrive in their roles. Encouraging collaboration among employees through team-building activities can also strengthen relationships and improve overall morale. By addressing these aspects, JNIA can create a more conducive working environment that boosts employee performance and satisfaction, ultimately leading to enhanced organizational outcomes.

5.6 Limitations of the Study

The study assessing the effects of job satisfaction on organizational performance at Julius Nyerere International Airport (JNIA) encountered several limitations that impacted its findings. First, the reliance on self-reported data introduced biases, as

employees overstated their job satisfaction or provided socially desirable responses rather than candid opinions, potentially skewing results. Additionally, the study's focus on a single case study limited the generalizability of the findings to other public sector organizations, as different contexts exhibit varying dynamics between job satisfaction and performance. Furthermore, external factors such as economic conditions and organizational changes at JNIA during the study period also influenced employee perceptions and outcomes, making it challenging to isolate the effects of job satisfaction alone. Lastly, the cross-sectional nature of the research design did not adequately capture the longitudinal changes in job satisfaction and organisation.

5.7 Area for Further Studies

Future research could explore the impact of other factors such as leadership styles, training programs, and organizational culture on performance. Additionally, longitudinal studies could provide insights into how changes in promotion, salary, and working environment affect organizational performance over time. Investigating these areas can help build a more comprehensive understanding of the factors influencing employee performance and organizational success.

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APPENDICES

Appendix I: Questionnaire

Dear respondents,

I am the students of the Open University of Tanzania, conducting the study titled **ASSESSING THE EFFECTS OF JOB SATISFACTION ON ORGANIZATIONAL PERFORMANCE IN PUBLIC SECTOR. A CASE STUDY JULIUS NYERERE INTERNATIONAL AIRPORT.** You are invited to participate in this study to provide your views. All ethical issues will be considered.

Part A: Demographic section

Please put a tick where appropriate

1. Sex

i. Male ()

ii. Female ()

2. Level of education

i. Certificate ()

ii. Diploma ()

iii. Degree ()

iv. Postgraduate ()

3. Working experience

i. 1-3 years ()

ii. 4-6 years ()

iii. 7-9 years ()

iv. 10 years and above ()

Part B: The effect of promotion on organizational performance at Julius Nyerere International Airport

S/n	Promotion	1	2	3	4	5
1	1. Promotions at JNIA are based on merit and performance					
2	I feel motivated to work hard because of the potential for promotion at JNIA					
3	Promotions at JNIA have significantly improved my job satisfaction					
4	Employees are adequately informed about promotion opportunities					
5	Promotion plays significant role on organizational performance					

Key note: 1= strongly disagree, 2= Disagree, 3= Neutral, 4= Agree, 5= strongly agree

Part C: The effect of salary on organizational performance at Julius Nyerere International Airport

S/n	Salary	1	2	3	4	5
1	1. My current salary is fair and competitive for my position and experience at JNIA.					
2	I am satisfied with my current salary level.					
3	I believe that higher salaries at JNIA would improve employee morale and productivity.					
4	If I were offered a higher salary at another Organization, I would be likely to leave JNIA.					
5	Salary plays significant role on organizational performance					

Key note: 1= strongly disagree, 2= Disagree, 3= Neutral, 4= Agree, 5= Strongly agree

Part D: The effect of working environment on organizational performance at Julius Nyerere International Airport

S/n	Working environment	1	2	3	4	5
1	The physical workspace is conducive to productivity					
2	Adequate resources and tools are provided for work tasks					
3	The working hours and schedules are reasonable.					
4	The organization encourages a healthy work-life balance					
5	Working environment plays significant role on organizational performance					

Key note: 1= strongly disagree, 2= Disagree, 3= Neutral, 4= Agree, 5= strongly agree

Part E: Organizational performance at Julius Nyerere International Airport

S/n	Organizational performance	1	2	3	4	5
1	I am satisfied with the organization's ability to deliver services within the promised timeframe.					
2	The organization maintains high standards of quality in its products/services.					
3	The organization values customer feedback and actively seeks it out.					
4	Overall, I am satisfied with the organization's performance in maintaining quality standards.					
5	There is relationship between job satisfaction and organizational performance					

Key note: 1= strongly disagree, 2= Disagree, 3= Neutral, 4= Agree, 5= Strongly agree

Table 1.1 Empirical summary tables

S/N	Author (year)	Title	Country	Methodology (Data analysis)	Main findings
1	Miah (2018)	The impact of job satisfaction toward organizational performance based on private sector in Kuching	Malaysia	Cross sectional research design	“Remuneration” and “promotion” are the two crucial factors of job satisfaction these are closely related with job satisfaction
2	Wakneda (2021)	The job satisfaction level of employees and its impacts on organizational performance	Ethiopia	Descriptive research design	An employee with a high level of job satisfaction (promotion) holds positive attitudes towards his job.
3	Mbambazi (2022)	The relationship between job satisfaction on employee engagement and work performance among Makerere University	Uganda	Quantitative study design	Results from Pearson product-moment correlation coefficient (r) further indicated that there was no relationship between job satisfaction (promotion) and employee engagement, ($r = .235$, $p = .331$),
4	Inayat (2021)	Effect of job satisfaction on the performance of employees working in private sector organizations of Peshawar, Pakistan	Pakistan	Cross sectional research design	A good salary has been shown significant correlation with job satisfaction.
5	Imran (2021)	Relationship between five factors of job satisfaction and	Pakistan	Cross sectional research design	The research sheds new light on the relationship between the job satisfaction survey by spectator's

		organizational performance in Pakistan's banking sector			(1985), including pay salary, promotion, supervision, fringe benefits, and contingent rewards with organizational performance.
6	Haji (2023)	Influence of employees' motivation on improving productivity	Tanzania	Case study research design	Extrinsic motivational package such as salary plays vital role in improving productivity at TAA
7	Madinah (2018)	The impact of job satisfaction on organizational performance	Uganda	Correlational study design	The findings of the study revealed that there is a very significant relationship between job satisfaction such as working environment and organizational performance
8	Nonoko (2019)	Effects of incentives on employees' performances in health sector of Tanzania	Tanzania	Case study	There are non-monetary incentives such as working environment, promotion, fringe benefits are available at MSD
9	Chenangat (2022)	The effect of the job satisfaction on organizational performance in the county government of West Pokot.	Kenya	Descriptive research design	Basing on the findings, employee working condition ($\beta = .664$) was found to be positively related organizational performance in county government of West Pokot.

Research Clearance Letter



Ref. No OUT/PG202101107

30th August , 2024

Director,
Julius Nyerere International Air Port,
P.O Box 1832,
DAR-ES-ALAAM.

Dear Director,

RE: RESEARCH CLEARANCE FOR MS.THERESIA EPIFANI TENGIA REG NO: PG202101107

2. 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.

3. 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 **Ms.Theresia Epifani Tengia**

, Reg.No:PG202101107), pursuing Master Arts in Governance and Leadership(MAGL) We hereby grant this clearance to conduct a research titled “ **Assessing the Effect of Job Satisfaction on Organizational Performance in Public Sectors : A case Study Julius Nyerere International Airport** ”. She will collect her data at your office from September 04th , 2024 to 30th September, 2024.

4. 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 sincerely,

THE OPEN UNIVERSITY OF TANZANIA



Prof. Gwahula Raphael Kimamala

For: VICE CHANCELLOR



THE UNITED REPUBLIC OF TANZANIA
MINISTRY OF TRANSPORT
TANZANIA AIRPORTS AUTHORITY



In reply please quote:

Ref No: AC. 29/495/14/9

Date: 31 August, 2024

Vice Chancellor,
Open University of Tanzania,
P.O. Box 23409,
DAR ES SALAAM

Re: RESEARCH CLEARANCE FOR MS. THERESIA E. TENGIA

Reference is made to the above subject.

2. I am pleased to inform you that the Authority has granted **Miss Theresia Epifani Tengia**, a postgraduate student from the Open University of Tanzania with Registration No. PG202101107, permission to collect data at Julius Nyerere International Airport. Her research is titled **"Assessing the Effect of Job Satisfaction on Organizational Performance in the Public Sector,"** and the data collection will take place from September 1 to September 30, 2024.
3. Upon her arrival at Julius Nyerere International Airport, she is advised to report to the Director for assistance.
4. Thank you for your cooperation.

Abdi I. Mkwizu

For: DIRECTOR GENERAL

"Connecting Tanzania to the World"

All Correspondences should be addressed to the DIRECTOR GENERAL
P.O.Box 18000, 1208 Kipawa Airport Street, Dar Es Salaam, Tanzania. Tel: +255 22 2842402-3;
Fax: +255 22 2844495; E-mail: info@airports.go.tz; Website: www.taa.go.tz;
ISO 9001:2015;14001:2015 & 45001:2018 Certified