

The Influence of Job Related Factors on Employees' Job Satisfaction: A Case of the City of Dodoma, Tanzania

¹Scholastica. T. Abraham, ²Sarah Benedict, ³Bertha Lunyungu

^{1&2} Department of Local Government Administration and Management, Local Government Training Institute P.O Box 1125 Dodoma, Tanzania

³Department of Human Resource Management, Local Government Training P.O Box 1125 Dodoma, Tanzania
Corresponding author email: scholasticaabraham@gmail.com

Abstract: *The study examined the influence of job related factors on employees' job satisfaction, a case study of Dodoma City Council. The associated study question was what job-related factors produce employees' satisfaction. A sample size of 180 respondents was used. The data collection methods used were interviewed, questionnaire and documentary sources. Narrative and content analyses were used to analyse interview and documentary data while descriptive and inferential statistics were used to analyse questionnaire data. The findings indicate that 98% of the respondent were dissatisfied with job relate factors. The job-related factors influencing employees' satisfaction were, inter alia: Meeting performance objectives, opportunities for career growth, and accomplishments in the jobs, among other aspects. The study recommended that paying out most attention to employees' satisfaction because of its potential in improving productivity and employees' commitment to organizational objectives.*

Keyword: *Employees, Job Satisfaction, Job Related Factors.*

1. Introduction

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

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

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

The question of employees' care and satisfaction is so central because it directly affects the employees' wellbeing and the overall health of an organisation in terms of its performance. The question is also important because it challenges organisations and the research community to do more in searching for factors driving employees' satisfaction in different work contexts (Lepold, Tanzer, Bregenzer& Jimenez, 2018). Traditionally, organisations have considered job satisfaction as an outcome that is simply achieved by increasing pay to employees (Hill & Wiens-Tuers, 2002; Rubin, 2011).

Human resource specialists have long proposed other ways beyond the above-mentioned theories that can be used to enhance job satisfaction at workplace. These revolve around the *job design* (Armstrong, 2006, 2009), which constitutes the following three related strategies. First, job rotation which employees are allowed to undertake different jobs in different sections at different

specified times, for instance when an accounts clerk works in revenue, expenditure and bank reconciliation sections at different times; this approach is designed to develop a multi-skilled workforce that may also enjoy or be proud of working in different functional areas alongside gaining a wide range of work experiences; second, is job enlargement also called by Herzberg as horizontal job loading that involves expanding the scope of tasks and range of responsibilities in the same job. It is designed to give the jobholders a sense of importance and excitement for holding more tasks at the same level of responsibility. The third is job enrichment, also technically known as vertical job loading (Herzberg, (1959). It is meant to reduce repetitiveness and boredom in the jobs. It entails assigning more authority, autonomy also called employees' empowerment. It is meant to provide a sense of prestige among the employees with increased flexibility and variety of tasks in the jobs (Belias&Sklikas, 2013). However, while well intended, these methods may not by themselves lead to expected satisfaction. This is because employees have a wide range of requirements and expectations. Selected theories relevant to explaining employees' job satisfaction are discussed next.

2. Theoretical framework

2.1 Herzberg Two-Factor Theory

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

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

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

2.2 Goal setting and equity theories

Locke's Goals setting theory and Adam's equity theory are 'process theories' that can be used to analyse employees' satisfaction and motivation at work places (Armstrong, 2006). The goal setting theory suggests that employees' motivation to perform and satisfaction are likely to be high: if they have specific goals to attain, if they are involved in goals setting and if they are given feedback on the level of performance they have attained (Wroblewski, 2019). The equity theory on the other hand ties the employees' job satisfaction and motivation to fair treatment at work, for instance in terms of the provision of rewards and sanctions, and that the prevailing rewards and sanction rules should fairly apply to all (Armstrong, 2009).

As already stated, the analysis in this study is mainly guided by Herzberg's two-factor theory because it clearly distinguishes between the job and non-job-related factors that conveniently and logically facilitate support the analysis of job factors influencing employees' satisfaction. The foregoing discussion has also indicated that to complement the Herzberg's two factor theory the analytical framework of the study 'borrows' some ideas from, the expectancy and equity theories since they provide useful variables respectively: fairness and justice prevail at workplace.

2.3 Empirical literature review

3.3.1 Studies on Job-Related Factors Influencing Employees' Satisfaction

Polo's (2016) study investigated the factors influencing employees' satisfaction in Small and Medium Enterprises (SMEs) in Spain. Using regression analysis, the study revealed that while employees were more concerned with the factors related to the job environment such as conducive work environment and good relations among the co-workers, job related factors were also important to employees' satisfaction, notably the need for achievement in the jobs, having a variety of enjoyable tasks, having

important responsibilities and opportunities for career development. Employees' recognition and gender differences did not produce statistically significant results on employees' satisfaction. The finding that employees were more concerned with factors related to the job environment maybe because the people are likely to be more concerned with meeting welfare requirements before anything else.

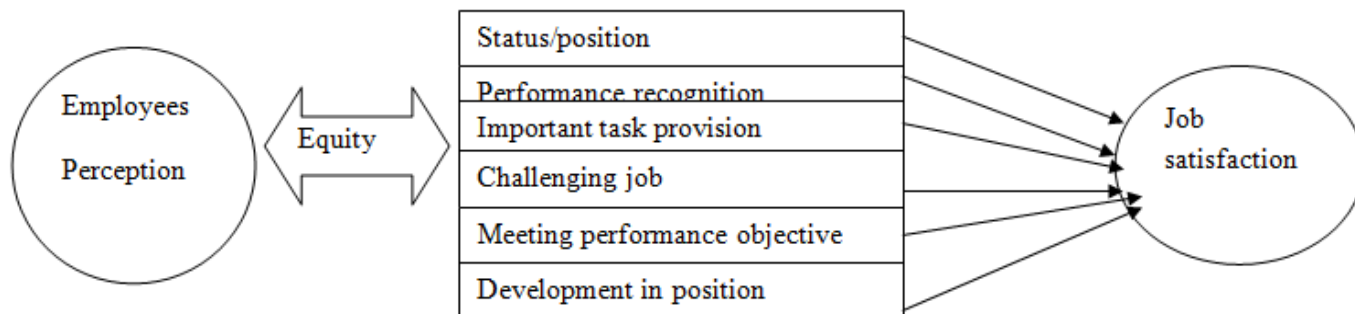
Other studies, for instance Hill & Wiens-Tuers, (2002), have referred to the role of job enlargement and enrichment in employees' satisfaction. While useful, some scholars have warned that the deployment of these approaches may backfire. This is because employees may find increased tasks and responsibilities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

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

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

From the discussion above the author proposed the model which were to be employed by the employer in promoting the presence of employees satisfaction as from the discussion of Herzberg and Goal setting and equity theory both authors have emphasize the role of satisfaction in organization reaching its objective, together Herzberg and Goal setting and equity theory have shown the role of perception of employees, equity, equality by which will lead to equal treatment of employees to develop inside the organization. The proposed model was Job Factors Analysis Model (JFAM).

Figure 1.0: Job Factors Analysis Model (JRFM)



Source: Author 2021

3.1.2 Implication of the Model

The job factor analysis model implied as from the discussion of Herzberg and equity theory emphasized that the role of employer is to realize the importance of promoting not only good environment at the work place but they should not left blind over important aspect of the both social and financial development of the employees. The model emphasize that employees perception affect the working performance of the working place.....therefore it is important for the employer to realize the that employees perceive the work place to be in favor of equity as suggested by equity theory means that all employees will get equal treatment in status

provision, performance recognition, important task provision, challenging jobs, meeting performance objective and development in position, as stoned by Herzberg each employee deserve opportunity to develop in the organization in aspect of job factors satisfaction of employees, Therefore the council and other organization are advised to promote the development of employees without leaving behind the social welfare development.

4. Methodology

4.1 Study Area

The study was conducted at Dodoma city council. According to the national population census of 2012, Dodoma city had an estimated population of 2,083,586 people with annual growth of 2.7% (NBS, 2012). In May 2019, the Ministry of Regional Administration and Local Government projected the population of Dodoma city to be close to 2,310,657 people. Socially, Dodoma city is cosmopolitan meaning it is multiethnic since its residents are people from various tribal and cultural backgrounds living alongside the traditional and ancestral tribes of Dodoma: Wagogo and Warangi (Academia.com, 2019). The key economic activities of Dodoma are manufacturing, agribusiness particularly the production of sunflower and sunflower oil and grapes for production of wine. Also, a large smallholder farming exists alongside retail, wholesale trade alongside a large presence of small-scale businesses that represent the informal sector.

Figure 2.0: Photograph Indicating Dodoma City Business and Residential Areas



Source: Citizen (2017)

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

Figure 2.1: Map of Tanzania Indicating International Boundaries and Regions Including the Region of Dodoma Region where the Case Study City Council is Located



Wikipedia (2019)

Data Collection

Data were collected through primary and secondary data, Primary data were collected through interview and questionnaire. Secondary data were collected through documentary review method from different sources including Dodoma city councils minutes, annual reports, news paper, textbooks and journals to complement the data.

4.2 Data Analysis

Narrative and content analysis approaches were used to analyse qualitative data collected by means of interview and documentary review. The narrative alongside thematic analysis process entailed transcribing the interview data transcripts verbatim, and coding the same into theme relevant to job-related factors; the emerging data were normatively interpreted to address the research questions (Anderson & Cornelli, 2018). Content analysis was used to analyse documentary data. Specifically, the words and phrases related to job-related variables were identified across the reviewed documents and their meanings interpreted narratively in relation to the research objectives and questions (Dentin, & Lincoln, 2000; Silverman, 2006).

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

5.0 Result and discussion

5.1 Demographic Characteristics of the Respondents

The result in table 1.0 show that 98 (57%) of the responders were female while 74 (43%) were male. The findings suggest the female respondents were the majority. Even if female respondents were the majority, the male respondents had a substantial (43%) representation in the sample. One can therefore argue that the findings of the study were derived from the responses provided by both male and female respondents at DCC.

From the findings, 127 (69.2%) of the respondents were married while 53 (30.8%) were unmarried. The findings also indicate that 28 (16.4%) respondents were aged between 20 to 30 years, 71 (41.5%) were aged between 30 to 40 while 55 (32.2%) respondents were aged between 40 to 50 years. A minority occupied by 17 (9.9%) respondents included employees that were aged 50 years and above. The findings that the majority of the respondents (close to 70%) were married and that over 83% was aged over 30 years indicate that most the employees of DCC were mature adults with family responsibilities. Such people are likely to take their employment very seriously because it directly affects their career development, their own livelihood and wellbeing of their families (Kossek & Distelberg, 2009).

The data in Table 1.0 indicate that 46 (26.9%) respondents had been employed with DCC between 1 to 5 years, 116 (67.8%) had worked with DCC between 5 to 10 years while 10 respondents (17.5%) had over 10 years of employment at DCC. The data also show that 116 (67%) respondents were university degree holders, 51 (29.8%) respondents had master degrees, 2 (1.2%) had secondary education while 1 (0.6%) was a certificate holder, and 1 (0.6%) respondent held an advanced diploma.

From the data, one can see that 120 (73.2%) of the respondents had work experience of five years and above. Arguably, with such a long work experience, the respondents had vast knowledge of their jobs and the overall work environment, including the prevailing management and leadership systems (Department for Education and Skills, 2002). It can be concluded that these respondents were in position to provide rich accounts and perspectives with regard to the job factors influencing employee's satisfaction.

Table 1.0: Demographic profile of the respondents

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

Source: Author (2019)

5.2 Factor Analysis Results

Factor analysis was carried out to reduce the data and questionnaire variables into few manageable components. As stated in the previous chapter, in factor analysis the Principal Component Analysis (PCA) test is carried out for the data and variables reduction purpose. However, the study sample size needed be tested first for its adequacy to enable factor analysis to be carried out. Results are presents in Table 2.0

Table2.0:Factor Analysis

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

Source: SPSS Results (2019)

To test the adequacy of sample size for factor analysis was performed., Kaiser-Meyer Olkin (KMO) test and Bartlett’s Test of Sphericity were used. The similar approach was used by Agoi (2016) and also Islam et al., (2012). Since KMO score of 0.928 that is about 93% is greater than 50%, then the sample size of the study was adequate for factor analysis (Acadgild, 2018). Additionally, the test of sphericity was taken and it was significant since its p-value (0.000) was less than the level of significance set at 5% (i.e. $P < 0.05$), which enabled the Principal Component Analysis test to be conducted. Through the examination of commonalities scores of each variable in the questionnaire, all variables under job-related factors had scores of 50% and above. None of the variables had a score of less than 50% that would disqualify them to comprise the principal component established (Qualtrics, 2019) for job-related factors.

Table 3: The Work Factors Component

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

Source:SPSS results (2019)

Through Principal Component Analysis (CPA), only one principal component named *the Work Factors* was formed, comprising all 7variables under job-related factors (See Table 4.).

5.2.1 Job Satisfaction

Based on factor analysis, the respondents rated their satisfaction with 7 variables constituting the *Work Factors* component. Results are presented in Table 3.1.

Table 3.1: Assessing Employees’ Satisfaction with the Work Factors

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

Source: SPSS data set (2019),

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

Data in Table 3.1 show that only 2 (1.3%) respondents were highly satisfied and other 2 respondents (1.3%) were satisfied with the work factors. This suggests a staggering 98.7% was unhappy (dissatisfied or highly dissatisfied) with the work factors. Drawing from Table 4.6, the combined percent scores (dissatisfied and highly dissatisfied) presented in a ranked (descending)order provide the following results: 98.7% of the respondents were dissatisfied with the nature or quality of the tasks they performed in their jobs;similarly,98.7% of the respondents were dissatisfied with the level of achievements or accomplishments in their jobs, 98% of the respondents were dissatisfied with their job positions, 97.9% was unsatisfied with the extent of availability of opportunities for career development, 97.4% was dissatisfied with the current jobs compared to alternative jobs in the labour market, 97.2% was dissatisfied with the progress made in the job career, and 95.8% was dissatisfied with the extent of recognition from the management for the work done. Overall, the above data indicate a high level of respondents’ dissatisfaction with all of the examined work factor variables. Likewise, the average percent scores on employees’ satisfaction with the work factor presented in Table 8 indicate unpleasant results.

Table 3.2: Average Percent Scores on the Level of Satisfaction with the Wok Factors

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

Source: Derived from Table 4.6

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

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

5.2.2 Job-Related Factors Determining Employees' Satisfaction

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

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

Table 3.3.: The Work Factors Influencing Employees' Job Satisfaction

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

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

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

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

Table 3.4: Ranked Percent Scores on the Importance of the Work Factors on Employees' Satisfaction

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

Source: Derived from Table 3.5

To determine the importance of individual (specific) work-related variables to employees' satisfaction, the percent scores combining the Important (I) and Highly Important (HI) responses were ranked and presented in a descending order. Results are presented in Table 4.13. From the results, meeting performance objectives topped the responses list (92.1%); in the second place was having opportunities for career development (91.5%); the third place included accomplishments in the job and doing interesting/enjoyable tasks (91.3%); the fourth was doing or holding challenging responsibilities (90.7%); the fifth was having a respectable job rank (90.5%). In the sixth place was the recognition for the work done or accomplishments in the organisation (90.2%). The above combined percent scores suggest that the respondents at the case study authority (Dodoma City Council) rated all 7 work-related variables so highly, with over 90% responses each with regard to their role in employees' satisfaction. It is also observed that the scores on the individual variables (Table 3.4) indicate a very a little difference, with a range of only 1.9 between the highest and lowest scores.

Table 3.5: Variability of Percent Scores on the Importance of Work-Related Variables to Employees' Satisfaction

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

a. Multiple modes exist. The smallest value is shown

Source: SPSS results, derived from scores in Table 14

The scores of variability test results (Table 3.5) that indicate a Standard Deviation of 0.5 and Variance of 0.3 which suggest a negligible difference among the respective scores confirm the above observation. This finding leads to conclusion that all of the 7 job-related variables (almost) equally influenced employees' job satisfaction.

Table 3.6: Chi-Square Test Results

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

Source: SPSS results (2019)

To further evaluate the relationship between the job factors and the employee satisfaction, Chi-square test was carried out. The test results are presented in Table 4.15. The Chi-Square test is used to test whether the investigated variables are related (Zealitin&Anelbach, 2019). The null hypothesis of Chi-square assumes that significant difference does not exist between the investigated variables (Statistics Solutions, Undated). According to the same source, when the computed Chi-Square score is less than the observed table value or less than the value of the determined level of confidence ($\chi^2 < 0.05$ in this study), the null hypothesis of Chi square is accepted and therefore it is concluded that there is no significant difference between variables under

investigation. This implies the alternative hypothesis that there exists a significant difference between the observed and expected values is rejected (Research Gate, 2019; Statistics Solutions, Undated).

Since p-value score (0.000) was less than 0.05 (5%) level of confidence set in this study, the result implies that there was no significant difference between employees' satisfaction and the 7 work related factors (Table 3.5); alternatively, the result suggests job satisfaction is related to the job-related variables examined. Thus, from Chi-square result it is concluded that employees' satisfaction is linked to the 7 job-related factors investigated: Meeting performance objectives, having opportunities for career development, accomplishments in the job, doing important and interesting tasks, doing or having challenging responsibilities, holding respectable job rank, and recognition for the work done or performance. Corresponding interview and documentary data are briefly presented and discussed next.

The recorded interview data strongly corroborate the above quantitative results on the job-related factors influencing employees' job satisfaction. A senior officer in the human resource department stated that the employees deeply cared about the availability of opportunities for career advancement so that they could improve their job ranks and gain the associated respect and pay. According to the informant, the employees at DCC also cared about having important responsibilities and doing interesting tasks. He said:

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

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

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

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

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

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

"...having job autonomy provides a large measure of job responsibility and this is hugely satisfying".

Existing research supports the above findings on the job factors leading to employees' satisfaction. NatCen's research (2012) in UK concluded that job satisfaction was strongly linked to employees having and doing a variety of jobs tasks they consider to be interesting; a study by Islam et al., (2012) stressed the importance of the provision of opportunities for career development to keep the employees satisfied and also employees' empowerment; Baylor's (2010) and Agoi's (2016) researches emphasized the importance of providing a conducive environment that helps the employees' achieve or meet the set performance objectives and also accomplish or attain desired milestones or targets in their jobs. The above findings are also consistent with the findings provided by Pang and Lu's (2018) research that found a strong and positive correlation between job satisfaction and employees' job autonomy. The next subsection addresses the second research objective

6.0 Conclusion

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

From the results, the respondents were more dissatisfied with the job-related factors (98% of responses). The job-related variables that recorded highest scores of dissatisfactions were: the nature or quality of tasks performed, level of achievements or accomplishment in the jobs, availability of opportunities for career development and current job ranks.

The respondents were also highly dissatisfied with the extent of involvement in decision-making, fairness in rewards, the quality of work environment, and also the availability of training and development opportunities.

They did also express a deep concern and frustration with the delays in promotion and the payment of various claims alongside unexplained underpayment in salaries. Component-wise, topping the dissatisfaction scoreboard were the well-being factors (94.4%); the organisation conditions followed (92.2%); the third were the rewards and development factors (83.7%).

It is recommended that importantly supervisors should develop a habit of recognizing the good work done by employees, even if verbally or in writing. They may also try introducing job rotation (whenever possible) and strive to learn from employees about what would make the tasks they perform more interesting and gratifying.

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