

**THE DETERMINANTS OF EMPLOYEE JOB SATISFACTION:
THE CASE STUDY OF AGRICULTURE EXTENSION OFFICERS
IN WANGING'OMBE DISTRICT COUNCIL**

**THE DETERMINANTS OF EMPLOYEE JOB SATISFACTION:
THE CASE STUDY OF AGRICULTURE EXTENSION OFFICERS
IN WANGING'OMBE DISTRICT COUNCIL**

**By
Bernard Elias Mbungu**

**A Dissertation Submitted in Partial Fulfilment of the Requirements for the Degree
of Master of Science in Human Resource and Management (MSC.HRM) of**

Mzumbe University

2015

CERTIFICATION

We, the undersigned, certify that we have read and hereby recommend for acceptance by the Mzumbe University, a research report entitled, **The Determinants of Employee Job satisfaction: The Case of Agriculture Extension officers in Wanging'ombe District Council**, in partial/ fulfilment of the requirement of the Master of Science in Human Resource Management of Mzumbe University 2015.

Wilfred Lameck
Major supervisor

External Examiner

Internal Examiner

Accepted for the Board of the School of Public Administration and Management

Dean- School of Public Administration and Management

DECLARATION

AND

COPYRIGHT

I, Bernard Elias Mbungu, declare that this thesis report is my own original work done at Wangingombe District Council. And that it has not been submitted or presented to Mzumbe University and will not be presented to any other Higher Learning Institution for a purpose of Academic award.

Signature _____

Date _____

©

This dissertation is a copyright material protected under the Bern Convention, the Copyright Act 1999 and other international and national enactments, in that behalf on intellectual property. It may not be reproduced by any means in full or in part, except for short extracts in fair dealings, for research or private study, critical scholarly review or discourse with an acknowledgement, without the written permission of Mzumbe University, on behalf of the author.

ACKNOWLEDGEMENT

I am eternally grateful for the enduring confidence and support of my supervisor, Wilfred Lameck Uronu. Without his input and critical judgment, I could not have completed this research report. Thanks also go to my wife Catherine Wilbard Luoga for her patience and understanding for these past years as well as my Mum Fauster and my brother Zacharia for their invaluable feedback, guidance and prayers. For the interest and support of many other family members and friends, I am also very grateful.

A word of thanks also goes to Dr. Eliza Mwakasangula and Dr. Orest Masue my research instructors and other teachers who participated fully in providing authentic information competently.

I thank the almighty God for creating me, giving me wisdom, power, and courage as I continued with my University studies. The researcher also wishes to express his sincere thanks to his retentiveness, *Innocent Gustavol Mgodu, Magessa Deogratius George, Jumanne Masanja Mayige, Albert Jilolele Mdusi, and Aidan Farijala Maro*, for their moral and material contribution.

Deep appreciation goes to all students of Masters of Science in Human Resource Management (2013-2015) at Mzumbe University for they contributed much in the completion of this work.

DEDICATION

This thesis is dedicated to the soul of my late father Mr. Elias J. Mbungu who passed away in 2012. His support to me was extremely precious. He had been my most valuable monitor who guided me with moral, wisdom as well as important knowledge, skills and values. I will not forget him throughout my life.

The work is also dedicate to my beloved wife Catherine Wilbald Luoga, who had been patient while I was at Mzumbe University under taking my two years of Masters' of Science in Human Resource Management.

ABBREVIATIONS

DAEO	-	District Agriculture Extension Officer
DED	-	District Executive Director
GNP	-	Gross National Product
LGRP	-	Local Government Reform Program
MAFC	-	Ministry of Agriculture Food security and Cooperation
MATIs	-	Ministry of Agriculture Training Institutes
MDAs	-	Ministerial Department Agencies
MDGs	-	Millennium Development Goals
MOAC	-	Ministry of Agriculture and Cooperation
MTPRS	-	Medium Term Pay Reform Strategy
MTPP	-	Medium Term Pay Policy
NAP	-	National Agriculture Policy
NRI	-	National Research Institute
NSGRP	-	National Strategy for Growth and Reduction of Poverty
PMORALG	-	Prime Minister's Office Regional Administrative and Local Government.
SoPAM	-	School of Public Administration Management
SUA	-	Sokoine University of Agriculture.
URT	-	United Republic of Tanzania.
WDC	-	Wanging'ombe District Council

ABSTRACT

This study aimed at assessing the Determinants of Employee Job Satisfaction of Agricultural Extension Officers in WDC of Njombe Region. The objective of this study was to explore the determinants of employee job satisfaction of Agricultural extension Officers, and to show how such satisfaction influence the Agricultural extension officers' performance of their tasks. The research design used in this study was case study in which qualitative and quantitative information were collected. Both probability and non probability sampling techniques were used. In probability sampling the simple random sampling and stratified sampling techniques were used. In non probability sampling, the purposive sampling technique was used to get the sample size. The data collection tools employed in this study were the interview, questionnaire and documentary review. These tools were used for the purpose of obtaining information from respondents in order to get relevant and accurate information. Qualitative method was used in data collection and analysis so as to allow the reporting of summary results in descriptive terms to be given with a specific degree of confidence. Tables were used in presenting the collected and analysed data.

Moreover, the study revealed that Agricultural Extension Officers in WDC were not satisfied with the job due lack of both extrinsic and intrinsic motivation factors. This was reported to happen because of delayed salaries and untimely promotion of employees at work. The findings of the study also assert that, WDC have challengeable working environment to its employees in terms of social services (such as transport means, electricity, marketing place, safe and clean water and remoteness of most of the villages to mention but a few).

Finally, the study revealed that working environment has been affecting negatively job satisfaction of agricultural extension officers in WDC. The study recommend that WDC should mobilise enough fund for motivating employees, the central government should prepare a separate reward policy for agricultural extension officers instead of having one reward policy for all public servants since nature of work differs from one profession to another and agricultural extension officers should be willing to work in all villages in Wanging'ombe district despite of difficulty working environment since

farmers in every village need their service to improve agriculture. Further studies are needed to find out the best ways for improving working environment for agricultural extension officers in rural areas. Also, it is recommended that a broader study may be conducted to include other districts from other parts of Tanzania to have wider understanding about determinants of employee job satisfaction of agriculture extension officers.

TABLE OF CONTENTS

CERTIFICATION	i
DECLARATION	ii
COPYRIGHT	ii
ACKNOWLEDGEMENT	iii
DEDICATION	iv
ABBREVIATIONS	v
ABSTRACT	vi
LIST OF TABLES	xii
LIST OF FIGURES	xiii
CHAPTER ONE	1
INTRODUCTION AND PROBLEM SETTING	1
1.0 Introduction	1
1.1 Back ground of the study	2
1.2 Statement of the problem	4
1.3 Objectives.....	7
1.3.1 General objective	7
1.3.2 Specific objectives	7
1.4 Research questions	7
1.4.1 Main Question.....	7
1.5 Significance of the study	8
1.6 Scope of the study	8
1.7 Area of Study	9
1.8 Limitations of the study	9
1.9 Concepts and Theories.	10
1.10 Measurement of Job Satisfaction	10
1.11 Organization of the dissertation	11

CHAPTER TWO	12
LITERATURE REVIEW	12
2.0 Introduction	12
2.1 Theoretical literature review	12
2.1.1 Concept of Job satisfaction	12
2.1.2 Factors that affect job satisfaction.....	13
2.1.3 Theoretical views of Job satisfaction	15
2.1.4 Linkage of the theories to the study	18
2.1.5 The Importance of Job Satisfaction.....	18
2.1.6 Organization Management	19
2.1.7 Administration Structure of Agriculture Extension Services in Tanzania.....	20
2.1.8 Training and development of Agriculture extension officers.	21
2.1.9 National Agriculture Policy (2013).....	22
2.2 Empirical literature reviews	22
2.2.1 Synthesis and research gap in the literature reviewed	24
2.2.2 Job satisfaction of agriculture extension officers frame work	24
2.2.3 Conclusion and implications	26
2.2.4 Relationship between job satisfaction and organization performance	26
CHAPTER THREE	27
RESEARCH METHODOLOGY	27
3.0 Introduction	27
3.1 Research design.....	27
3.2 Target population	27
3.3 Area of Study	28
3.4. Respondents’ Sampling Techniques	29
3.4.1 Purposive sampling technique	29
3.4.2 Simple stratified sampling technique	29
3.5 Sample size.....	30
3.6 Methods of data collection	30
3.6.1 Primary data collection methods.....	30
3.6.2 Review of literature.....	31

3.7 Data Analysis plan	31
3.8 Ethical Considerations	32
CHAPTER FOUR	33
PRESENTATION AND DISCUSSION OF THE FINDINGS	33
4.0 Introduction.....	33
4.1 Demographic Characteristics of Respondents	33
4.1.1 Agricultural Extension Officers’ Distribution of Respondents by age	33
4.1.2 Agricultural extension officers’ distribution by level of education	34
4.1.3 Farmers’ distribution by education level.....	34
4.2 Findings and analysis	35
4.2.1 Existing policies and practices for reward of agricultural extension officers	35
4.2.1.1 Existing policies for the reward of agricultural extension officers	35
4.2.2 The effects of salary and promotion on job satisfaction of agriculture extension officers.....	38
4.2.2.1 Affects of salary on job satisfaction of agricultural extension officers	39
4.2.2.2 Affects of Promotion on Job satisfaction of Agricultural Extension Officer.....	40
4.2.3 Affects of reward system and job design on the job satisfaction of Agriculture extension Officers	42
4.2.3.1 Affect of Reward System on Job satisfaction of Agriculture extension Officers.....	42
4.2.3.2 Affects of Job Design on The Job Satisfaction of Agriculture Extension Officers.....	45
4.2.4 Affects of Working Environment on Job Satisfaction of Agriculture Extension Officers.....	46
CHAPTER FIVE	49
SUMMARY, CONCLUSION AND RECOMMENDATION	49
5.1 Introduction.....	49
5.2 Summary	49

5.3 Conclusions	50
5.3.1 Existing policies and practices for reward of agricultural extension officers	50
5.4 Recommendations	52
5.5 Area for further research	52
REFERENCES	53
APPENDICES	61

LIST OF TABLES

Table 3.1: Targeted population	28
Table 3.1 sample size	30
Table 4.1: Agricultural Extension Officers’ distribution by Sex, Age and Educational Level.....	34
Table 4.2: Farmers’ distribution by Education Level	35
Table 4.3: Exiting of policies for the reward of agricultural extension officers	36
Table 4.4: Agricultural Extension Officers’ Attitude on Existing of Reward Policy Practice.....	38
Table 4.5: Affects of Salary on Job satisfaction of Agricultural Extension Officer	39
Table 4.6: Agricultural Extension Officers’ Attitude on Promotion at WDC	41
Table 4.7: Promotion of Agricultural Extension Officers for three years (2012-2014) at WDC.....	41
Table 4.8: Affects of Benefits on Job satisfaction of Agriculture extension Officers. ...	43
Table 4.9: Agriculture Extension Officers’ Attitude on Recognition of Their Performance	44
Table 4.10: Farmers ‘Attitude on Recognition of Agriculture Extension Officers’ Performance by WDC	44
Table 4.11: Agriculture Extension Officers’ Attitude on Recognition of Their Performance	46
Table 4.12: Agriculture Extension Officers’ Attitude on the Affects of Working Environment on their Job Satisfaction	47
Table 4.13: Farmers’ Attitude on the Affects of Working Environment on Agricultural Extension Officers’ Job Satisfaction.....	47

LIST OF FIGURES

Figure 2.1: Employee's job satisfaction conceptual framework	25
--	----

CHAPTER ONE

INTRODUCTION AND PROBLEM SETTING

1.0 Introduction

This study focused on the determinants of employee job satisfaction of Agriculture Extension Officers in Tanzania, a case study of WDC.

Employee satisfaction or job satisfaction is, quite simply, how content or satisfied employees are with their jobs. Employee satisfaction and employee engagement are similar concepts on the surface, and many people use these terms interchangeably. Employee satisfaction covers the basic concerns and needs of employees. It is a good starting point, but it usually stops short of what really matters (Spector, (1997).

A more recent definition of the concept of job satisfaction is from Hulin and Judge (2003), who have noted that job satisfaction includes multidimensional psychological responses to an individual's job, and that these personal responses have cognitive (evaluative), affective (or emotional), and behavioral components. Job satisfaction scales vary in the extent to which they assess the affective feelings about the job or the cognitive assessment of the job. Affective job satisfaction is a subjective construct representing an emotional feeling individuals have about their job. Hence, affective job satisfaction for individuals reflects the degree of pleasure or happiness their job in general induces

Therefore, from the views above, the researcher was attracted to conduct a study so as to provide the government with understanding on the determinants of employee job satisfaction so as to make employees to remain happy and deliver their level best. Hence, the government will take necessary measures to ensure that all Agriculture extension officers become satisfied with their job.

1.1 Back ground of the study

Beyond their centrality to identities, job attitudes are important to consider for many reasons. First, the most widely investigated job attitude, job satisfaction may be the most extensively researched topic in the history of industrial/ organizational psychology (Qudge & Church, 2000). Second, in the organizational sciences, job satisfaction occupies a central role in many theories and models of individual attitudes and behaviours. Finally, as we will note later, job satisfaction research has practical applications for the enhancement of individual lives as well as organizational effectiveness.

According to Blurn and Maylor (1968) employees job satisfaction is a general altitude which is the result of many specific altitudes in three areas, namely (a) Specific job factors (b) Individual characteristic (c) group relationships outside the job, obvious job satisfaction represents an altitude rather than behaviour.

Satisfaction increases when employees view that reward systems are fair and reasonable and decreases when they view it as unfair and unreasonable. Satisfaction is increased by such policies as permitting employees to participate in decision of one's job or job experiences. Robbins (2005) sees employees' job satisfaction referring to a collection of feelings that an individual held towards his or her job. People with high level of job satisfaction held positive feeling towards the job. Persons who are unsatisfied with the job hold negative feelings about that job. Ghazzan (2008), regarded employee job satisfaction as one of the most representative dimensions of organizational behaviour, it is defined as positive feeling about one's job based on one's evaluation of the characteristics of the job (Robbins & Judge, 2007). Employees who are satisfied with their jobs are believed to be more committed to the organisation than those who are not satisfied with their jobs. Job satisfaction can be viewed in various areas such as satisfaction with co-workers, management/supervisors, work and pay. Also employees who have good relationship with co-workers and satisfied with pay are likely to be committed to the organization and stay longer with the organization.

Cherrington (1994) identified two aspects to understanding the concept of job satisfaction, namely, the facet satisfaction and overall satisfaction. These two concepts are explained as follows: Facet satisfaction refers to the tendency for an employee to be more or less satisfied with various facets or aspects of the job. The various aspects of the job are the individual's attitude about their pay, the work itself - whether it is challenging, stimulating and attractive, and the supervisors whether they possess the softer managerial skills as well as being competent in their jobs. Overall satisfaction focuses on the general internal state of satisfaction or dissatisfaction within the individual. Positive experiences in terms of friendly colleagues, good remuneration, compassionate supervisors and attractive jobs create a positive internal state. Negative experiences emanating from low pay, less than stimulating jobs and criticism create a negative internal state. Therefore, the feeling of overall satisfaction or dissatisfaction is a holistic feeling that is dependent on the intensity and frequency of positive and negative experiences (Cherrington, 1994).

Agricultural extension includes the provision of farmers with knowledge, information, experiences and technologies needed to increase and sustain productivity and for improved wellbeing and livelihoods (NRI, 2011).

Delivery of quality agricultural extension services in Tanzania has been a centre of attention for a long time. Given the fact that majority of Tanzanians (more than two thirds) live in rural areas and depend on small-scale agriculture for their livelihood and employment (URT, 2006), the Government's efforts have been geared towards improving production and productivity so as to attain food security and sufficiency at household and national level. These efforts are in line with the targets of the National Development Vision 2025 which envisages achieving a high quality livelihood through, among other things, food self-sufficiency and food security (URT, 1996).

The National Strategy for Growth and Reduction of Poverty (NSGRP) emphasises the reduction of poverty levels among the majority who live in rural areas through enhancement of agricultural productivity (URT, 2005), so as to achieve Millennium Development Goal (MDGs) number one which targets on eradication of extreme poverty and hunger. To ensure the performance of the agricultural sector, it is

important that agricultural extension services in Tanzania are provided in the right frequency and time (Rutatora and Mattee, 2001).

Currently, agricultural extension services in Tanzania have been vested in local government authorities to ensure effective participation of beneficiaries and motivate private sector involvement in service delivery (Kimaro et al., 2010). Various pluralistic demand driven approaches have been used whereby farmers participate in planning and implementation. Approaches used include Farmers Field Schools, Farming Systems Approach, Training and Visit, Contract Farming, Participatory Extension and Farmer to farmer Extension (Kimaro et al., 2010).

1.2 Statement of the problem

In many developing Countries Tanzania inclusive, employee's job satisfaction has remained to be a major challenge. Employees have been complaining about being dissatisfied with their job. Obviously Employers have put on their mind that, payment is the only factor bringing in job satisfaction, salary increment is seen as the predetermining factor for employees' job satisfaction to the organization. Salary is regarded as the driving force which determines the likelihood of an employee quitting or remaining attached and satisfied to the organization while marginalizing other factors (NAP, 2013).

Moreover, in implementing the 1990s reform, the government of Tanzania in 2000 embarked on a serious of eleven (11) years Public Service Reform Program (PSRP). The program had four core areas; a pay reform which was focused to improve salaries, working conditions and other fringe benefits to government employees in order to enhance motivation and reduce corruption; downsizing of the Public Sector through privatization to limit government inefficiencies; rationalization of the government bureaucracy and introduction of performance monitoring systems to reduce the size of bureaucracy and finally; decentralization of powers to local government to increase efficiency and effectiveness in service delivery and developmental planning which reflects the needs of the people for their sustainable development and hence improve the social welfare and the economy of the public (Lufunyo, 2013).

In addition, it is the aim of the government to implement pay and motivation policy for the public service within an affordable wage bill. The pay restructuring provides a corresponding and unified framework for determining pay while eradicating pay disparities across the entire public service. Harmonization and unification of pay will lead to salary enhancement for the entire public service especially for technical, professional and managerial cadres. In this policy the Government also adopts principles that will address equitable distribution of staff across the country by developing multi-dimensional approaches towards staff motivation. Implementation of the Pay and motivation Policy initiatives will therefore be phased in a manner that is consistent with the rationalization of the pay system and introduction of performance oriented management culture in the public service (URT, 2010).

In 2007, the government of Tanzania through the Ministry of Agriculture and Cooperatives had undertaken different efforts to solve shortage of extension officers in Tanzania caused by job dissatisfaction due remote working environment. Thus, in 2007/2008 the government planned to employ 15,082 extension officers so that each ward in Tanzania get at least one agriculture extension officer by 2015. The plan became hard to effectively implement because of employees job dissatisfaction experienced by the in-service Agriculture Extension officers. It is from this understanding that the researcher has raised the question on the reasons for Job dissatisfaction of agriculture extension officers in Tanzania since 1970 despite the fact that the government had been undertaking different efforts to improve agriculture sector in the country.

There are various factors that affect or influence the employees' job satisfaction to the organization. Some are political situations, cost of labour, free labour market, and geographical location of the organization. These can be termed as external factors, because they are out of the control of the organization. Others are human resource policies and practices, opportunity for advancement, job satisfaction, accountability, age, sex and marital status; these factors can be termed as internal factors because they are within the control of the organization (Malhotra, N. et al, 2007).

Thus in order to minimize the dissatisfaction of the employees both the extrinsic factors, (such as management policies, rules and regulations, job security, pay system, supervision and working conditions) and the intrinsic factors (such as position, salary, place of work, promotion opportunities, relationship with their supervisors, responsibilities and authority given) should be considered.

In these contexts, it is the intention of this study to establish whether the Agriculture Extension Officers' job satisfaction has linkage with the three independent variables; effective job satisfaction, continuous job satisfaction and normative job satisfaction, in the internal environment of the organization. The human resource policies and practices are to be examined to see if they have effects on the level of employees' job satisfaction in the public sector in Tanzania.

The study also intends to find out the relationship between opportunity for advancement and job satisfaction and the level of commitment to the organization respectively. The external factors such as political situation, cost of labour, free labour market, and geographical location will not be studied because are out of the control of the organization.

The problem relates to job satisfaction of Agriculture Extension Officers due to the fact that many Agriculture Extension Officers escaped from the sector due to their dissatisfaction with the general working environment as well as job itself so long as its practical implementation required people who were tolerant especially during this era of mechanised working tools in Agriculture. It was for this reason that there was a need of conducting a study to examine job satisfaction of Agriculture Extension Officers. Therefore, the researcher has interest to examine on the determinants of employees job satisfaction so as to provide solutions to increase the job satisfaction of Agricultural extension officers in Tanzania, using WDC as a case study.

1.3 Objectives

1.3.1 General objective

The main objective was to investigate the determinants of employees' job satisfaction of Agriculture Extension Officers in Tanzania using WDC as a case Study.

1.3.2 Specific objectives

- 1) To identify the existing policies and practices for the reward of agricultural extension officers.
- 2) To examine how salary, promotions and remuneration affect job satisfaction of Agriculture Extension officers.
- 3) To explain how reward system and job design affect the job satisfaction of Agriculture extension Officers.
- 4) To describe how working environment affect the job satisfaction of Agriculture Extension Officers.

1.4 Research questions

1.4.1 Main Question

How does working environment, work load, salary, promotions, supervision and remuneration affect job satisfaction of Agriculture extension officers in Tanzania?

1.4.2 Sub Questions

In order to investigate Agriculture Extension Officers' job satisfaction in Tanzania, the following operational questions were set to be answered.

1. What are the existing policies and practices for the reward of agricultural extension officers?
2. How salary, promotions and remuneration affect job satisfaction of Agriculture Extension officers?

3. How reward system and job design affect the job satisfaction of Agriculture extension Officers?
4. How working environment affect the job satisfaction of Agriculture Extension Officers?

1.5 Significance of the study

The study intended to examine job satisfaction of Agriculture extension officers. The findings in the study are important to district Agriculture Extension office since they ought to help the District Agriculture extension officers to improve their management skills (example problem solving and decision making, planning, meeting management, delegation, communications and self management). Therefore they would be able to treat employees as valuable asset in the organizations.

The study aimed to examine the job satisfaction of agricultural extension officers in Tanzania, the case study of WDC. The study examined the existing policies and practices for the reward, how salary, promotions, and remuneration affect job satisfaction of Agriculture Extension officers, how reward system and job design affect the job satisfaction of Agriculture extension Officers, as well as how working environment affect the job satisfaction of Agriculture Extension Officers at WDC.

The findings will be useful to the government particularly the Ministry of Agriculture, Food and Cooperatives, PMORALG and WDC, since it will provide the government with understanding on how job satisfaction affect Agriculture extension officers on job performance. Therefore, the government will take necessary measures to ensure that all Agriculture extension officers become satisfied with their job.

1.6 Scope of the study

The study focused on the examining the determinants of employees' job satisfaction of Agriculture extension officers in WDC, since it was not possible to be conducted in the whole country due to time factor and the size of geographical distribution of the population. The research concentrated on Agriculture Extension Officers' job satisfaction in Tanzania, using WDC, particularly to Agriculture extension officers.

Language used during data collection was English to enable a cross-section of respondents to take part in the study.

1.7 Area of Study

The study was conducted in Njombe Region, specifically in WDC Tanzania. WDC was selected because it had great shortage of Agriculture Extension Officers. For example in the District there were only 41 Agriculture Extension Officers instead of 101(number of villages) as was expressed in the National Agriculture Policy (MAFC, 2009).

1.8 Limitations of the study

According to Best and Kahn (2006), limitations are the conditions beyond the control of the researcher that may place restrictions to the conclusions of the study and their applications. To the greatest extent the research was successful because most of the information required by the researcher was obtained, but throughout the data collection process the researcher faced some limitations which hindered the quickest access to the required information. This situation caused the whole process of data collection to be closetful in terms of time in making follow ups to respondents, especially in distributing and collecting questionnaires and in expenses (fare cost) particularly to revisit respondents. The following are the limitations faced by the researcher during data collection:

(i) Financial constraints

The fact that during the conduct of any research work cost is incurred, the undertaking of this study was also costly. The researcher faced financial constraints in terms of material, resources such as stationery, transport and other needs. This limited the researcher to survey a big sample as it was not possible to buy materials and resources for data processing and analysis. The researcher tried to overcome this constraint by budgeting the allocated small amount of money and managed to survey a reasonable small number of respondents.

(ii) *Low willingness of the respondents to participate*

This emerged in terms of poor response of the respondents such that not all respondents were able to provide full cooperation to the researcher during the time of undertaking this study since some of them were busy with official duties and some of them did not take it as a serious matter. There was a delay in returning the questionnaires as some of respondents failed to return the questionnaires in time hence hindered the researcher to complete this study in time. Also the problems during the data collection were due to the nature of respondents' activities such that the situation caused difficulties in accessing the respondents within their localities, therefore the researcher decided to formulate only questionnaires in order to cover most of the respondents because of not getting a chance of being interviewed.

To minimize this, researcher had to make time to time to follow up to the respondents. The researcher overcomes this constraint by persuading the respondents to willingly participate in the survey since it could be of their own benefits.

1.9 Concepts and Theories.

Job satisfaction

According to Hoppock (1935), job satisfaction is the combination of psychological and environmental circumstances that cause a person truthfully to say "I am satisfied with my job". Job satisfaction is an extent to which an employee's desires and expectations about the job he or she is engaged are fulfilled or it is the extent to which an employee likes or dislikes his/her work.

1.10 Measurement of Job Satisfaction

Employees' job satisfaction's aimed at satisfying the one's needs in working place. (Togia et al., (2004) and Bodur, (2002) stated that there are some factors, which are related to job satisfaction such as work substances, age, sex, educational level, work place environment, location, colleagues, income and timing of work. For the purpose of employee satisfaction many theories have been developed. The most important is Maslow's need theory. It is based on human hierarchical needs. Also job satisfaction

relates to significant conventional views, which are formulated via Mausner and Herzberg (1959). Maslow's theory is based on fundamental and external element such as accomplishment, acknowledgment, duty, pay, plan, interpersonal interaction, management, and operational atmosphere.

1.11 Organization of the dissertation

The dissertation is organised in five chapters. The first chapter presents an introduction, background of the problem, statement of the problem, objectives of the research study, significance of the study and definition of key terms. The second chapter reviews theoretical, empirical literature focusing on job satisfaction of Agriculture extension officers. The third chapter discusses the methodology of the study. The fourth chapter presents the findings of the research study while the fifth chapter deals with summary, conclusion and recommendation.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

The aim of this chapter is to review literature on job satisfaction of Agricultural extension officers. The review was important in view of the following: It helped the researcher to familiarize the theoretical debates and understanding with regard to job satisfaction of Agricultural extension officers; it helped to sharpen the research objectives and research questions, methodology of the study including research design and approaches to data analysis. The review of literature was also essential in identifying the gaps in research. The chapter is divided into two major parts: Theoretical literature review and empirical literature review.

2.1 Theoretical literature review

This section reviewed theoretical literature on job satisfaction of Agriculture extension officers. It covers, Concept of Job satisfaction, Factors that affect Job Satisfaction, Theoretical views of Job satisfaction, The Importance of Job Satisfaction, Organization management, Administration of agricultural extension services in Tanzania, Training of Agriculture extension officers in Tanzania, Qualification of Agricultural Extension Officers in Tanzania, National Strategy for Growth and Reduction of Poverty (NSGRP), Duties of Agricultural Extension Officers in Tanzania, and National Agriculture Policy (2013) .

2.1.1 Concept of Job satisfaction

Armstrong (2003) defined job satisfaction as the feelings and attitudes of people toward their job. He mentioned that if people have favourable and positive attitudes towards their job, this means job satisfaction, but if they have unfavourable and negative attitudes towards their job, this means job dissatisfaction. Yang and Chang (2008) defined job satisfaction as an individual's perceptual or emotional reaction to important facets of work. Weiss (2002) explained job satisfaction as a positive or negative evaluative judgment one makes about one's job or job situation. Jiang (2008) described

job satisfaction as the difference between the amount of rewards workers receive and the amount they believe they should receive.

There is lack of consensus over the meaning of job satisfaction due to different definitions from various scholars. Therefore, in this study job satisfaction was defined as extent to which an employee's desires and expectations about the job he or she is engaged are fulfilled, because employees who are satisfied with the work environment as well as good relationship with co-workers and satisfied with pay are likely to be committed to the organization and so will stay longer with the Organization.

2.1.2 Factors that affect job satisfaction

Job satisfaction is affected by environmental, individual and psychological factors. Factors that relate to the environment are: communication, employee recognition and so on (Kraymer & Westbrook 1986) & (Weiss & Cropanzano (1996), while those that relate to the individual are emotions, genetics and personality Cote & Morgan (2002). Those that are psychological in nature include one's life, family, and community (Wright & Cropanzano, 2000). These factors are briefly explained below:-

Communication is one of the most important factors in job satisfaction. Whether it is overload, under load and superior subordinate type, communication is the most important aspects of an employee's work in modern organizations. The management of communication is crucial for progress on the job. Demands can be characterized as a communication load – the rate and complexity of communication inputs an individual must process in a particular time frame. Employees in the organization may experience communication overload or under-load.

Communication overload occurs when 'an individual receives too many messages in a short time which can result in unprocessed information or when an individual faces more complex messages that are more difficult to process'. When more inputs exist than outputs, the individual perceives a condition of overload. In comparison, communication under-load occurs when messages or inputs are sent below the individual's ability to process them.

Accordingly, if an individual does not receive enough input on the job or is unsuccessful in processing these inputs, the individual is more likely to become dissatisfied, aggravated, and unhappy with their work which may lead to low level of job satisfaction. Superior-subordinate communication is also an important influence on job satisfaction in organizations. The way an employee perceives a supervisor's behaviour can positively or negatively influence job satisfaction.

Communication behaviour such as facial expression, eye contact, vocal expressions, body movement and language and so on are crucial to superior-subordinate relationship. These nonverbal communication from the superior helps to increase interpersonal involvement with their subordinates impacting job satisfaction. At times nonverbal communication appears to be more impacting than the verbal content. A manager who uses nonverbal immediacy, friendliness and open communication lines is more likely to receive positive feedback and job satisfaction from a subordinate.

However, a manager who is antisocial, unfriendly and unwilling to communicate will receive negative feedback and create low job satisfaction in their subordinates in the organization. Studies also indicate that employees derive satisfaction from working with companies that are effective in human resource management best practice – employee recognition programs and to some extent, financial reward programs. Employee recognition should not be confined to praise, gifts and points but should extend to changing the organization culture in order to meet goals, initiatives and connecting employees to the organization's core values and beliefs. This is strategic and strategic employee recognition is seen as the most important program to improve employee retention, motivation and positively influence the financial situation.

Emotions and mood form part of the individual affective factor in job satisfaction. Weiss & Cropanzano opined that moods tend to be longer lasting but often weaker states of uncertainty origin, while emotions are often more intense, short-lived and have a clear object or cause. Mood relates to overall job satisfaction. Positive or negative emotions also relate to overall job satisfaction (Brief & Robertson, 1989) and (Weiss, Nicholas & Daus, 1999). Emotion management requires that all of the conscious and

unconscious efforts to increase maintain or decrease one or more components of an emotion must be used. Suppression of unpleasant emotions decreases job satisfaction and the amplification of pleasant emotions increases job satisfaction. Research indicates that genetics also influence job satisfaction due to its role in intrinsic - achievement or challenge as opposed to extrinsic - environmental factors like working conditions.

Furthermore, personality is associated with job satisfaction. Research by Brief & Weiss (2002) describes the role of negative affectivity and positive affectivity. Negative affectivity is related strongly to the personality trait of neuroticism. Individuals who are high in negative affectivity are more prone to experience less job satisfaction. Positive affectivity is related to the personality of extraversion. Therefore, those who are high in positive affectivity are more prone to be satisfied in their lives and jobs they do. Alienation and locus of control are two personality factors that are most related to job satisfaction. Employees who have an internal locus of control and feel less alienated are more likely to experience job satisfaction, job involvement and job commitment. A meta-analysis of 135 studies for example of job satisfaction found that there is a positive relationship between internal locus of control and job satisfaction (Schultz, Schultz & Duane, 2010). Certain aspects of one's life like work, family, community and so on as defined by the 'overall effectiveness of an individual's psychological functioning' also affect job satisfaction. The psychological wellbeing has three defining characteristics: it is a phenomenological event, it involves some emotional conditions and it refers to one's life as a whole. Wright & Cropanzano stressed that it is a global evaluation as it plays an important role in determining job satisfaction because it focuses on both job satisfaction and job performance. Other job satisfaction theories that are useful for research on job satisfaction are: Dispositional theory, and Opponent process theory, however, these theories could form the basis for further research.

2.1.3 Theoretical views of Job satisfaction

In the course of this study the researcher has chosen theories to explain employee job satisfaction. In order to examine the factors and reasons why employees become satisfied or dissatisfied, the researcher used job satisfaction theories traceable to

employee performance to explain the satisfaction or dissatisfaction behaviours, namely Affect Theory, Two Factor Theory, and the Job characteristics Theory.

(a) Affect theory

The affect theory was founded by Eve Kosofsky Sedgwick in 2011. The principle behind affect theory is that a person's job satisfaction can depend on two factors: the expectations he has for a job, and the actual things that he is going to get in that job. The smaller the gap between these two, the more chances he is satisfied in his work. The Affect Theory also states that a person prioritizes one aspect of the job more than the other aspects, and that certain aspect can affect how satisfied he is. For example, an employee prioritizes social connections with his colleagues, and when this factor is met appropriately, he may experience greater job satisfaction (Hulin and Judge, 2003).

Closely related to this theory is Edwin A. Locke's (1976) Range of Affect Theory. The major premise of this theory is that satisfaction is determined by a discrepancy between what an employee wants in a job and what he has in a job. The theory further states that how much one valued a given facet of work (for example, the degree of autonomy) moderates how satisfied or dissatisfied one becomes when expectations are or not met. When an employee values a particular feature of a job, his satisfaction is more greatly impacted both positively (when expectations are met) negatively (when expectations are not met), compared to one who does not value that feature. However, too much of a particular facet will produce stronger feelings of dissatisfaction the more a worker values that feature (Spector, 1997).

(b) Two factors theory

Two-factor Theory was developed by Herzberg in 1959. It points out two factors that could satisfy and dissatisfy an employee in his job. The first factor would be the motivational factors that would encourage an employee to have a better work performance, and as a result, attain satisfaction. These factors can include job promotions, bonuses, and public recognition. The other factor would be the hygiene factors, which are not necessarily motivating, but would elicit dissatisfaction if they were inadequate. Examples of these would be non-financial employee benefits, the

company's policies, and the overall environment of the workplace. Hygiene factors include such factors like, Policies and administration, supervision, working conditions, interpersonal relations, personal life, money, status, security. Motivators include, achievement, recognition, challenging work, increased responsibility, opportunity for advancement, opportunity for personal growth (Ghillyer, 2009). Employees continue to work in a given organization not only because of motivation factors but also hygiene factors. Motivational factors and hygiene factors when applied together encourage an employee to continue working for organization (George, 1973).

The opposite of job satisfaction is not job dissatisfaction but, rather, no satisfaction; and the opposite of job dissatisfaction is not job satisfaction but no satisfaction (Herzberg, 2003). (Hackman & Oldham, 1976) Factors that relate to job satisfaction are therefore called satisfiers or motivators. The implication of this therefore is that management should not rely only on motivation factors to influence employee retention; rather, a combination of both hygiene and motivational factors should be considered as an effective retention strategy.

(c) Job characteristics theory

The job characteristics theory was designed by Hackman and Oldham in 1976. It is based on the idea that the task itself is a key to employee motivation. The theory lists five features of a job that can affect a person. Three characteristics: skill variety, task identity and task significance can affect an employee's perception of how meaningful the work is. The fourth characteristic would be "autonomy"; the more independence an employee experiences, more feelings of responsibility will occur. The last factor was feedback or evaluation, which put across how well an employee did his tasks. Job characteristic theory (Hackman & Oldham 1976), Schermerhorn, Jr (1984), Hellriegel, Jackson & Slocum (1999) and Dugguh (2008) propose a framework to study how particular job characteristics affect job outcomes and job satisfaction. The framework states that there are a number of core job characteristics that impact on job outcomes. These are the degree to which a job requires a variety of different activities in carrying out the work and involves the use of different skills and talents of the individual, the degree to which the job requires completion of a 'whole' and identifiable piece of work

that is, one that involves doing a job from beginning to end with a visible outcome, the degree to which the job has substantial impact on the lives or work of people in other departments in the organization or in the external environment, the degree to which the job gives the employee substantial freedom, independence, and discretion in scheduling the work and in determining the procedures to be used in carrying it out, and the degree to which carrying out the work activities required by the job results in the individual obtaining direct and clear information on the results of his performance .

These core job characteristics impacts three critical psychological states experienced meaningfulness, experienced responsibility for outcomes of the work and knowledge of actual results of the work activities which in turn influence work outcomes (job satisfaction, absenteeism, and work motivation). The theory also recognizes that the core characteristics do not affect all employees in the same way. They affect more those in growth need strength, that is, the employee's desire to achieve a sense of psychological growth in his work (Hulin and Judge, 2003).

2.1.4 Linkage of the theories to the study

The study was guided by the three theories above. The theories helped to understand the determinants of employee job satisfaction. The theories portray that when the needs of human being are fulfilled then individuals will be motivated and so will perform well their job. The findings of the study was relevant to the theories, because it show that, if employees were provided with better working environment, good salaries, promotions based on employee's competence, annual leave and overtime allowances, they will be satisfied. This implies that compensation can raise job satisfaction of employees all the time since their needs are fulfilled.

2 .1.5 The Importance of Job Satisfaction

The cost of losing and replacing one single employee can be very expensive. Some of the costs involved in replacing an employee include advertising for a replacement, the drop in productivity that occurs when you lose an experienced employee and the drop in productivity that occurs when you are bringing a new employee up to speed. Creating job satisfaction lowers employee turnover and reduces these costs to the

organization (Branham, 2005). Job satisfaction has its relevance to both the employers and employees in order to become aware of the consequences of dis-satisfied employees. Job satisfaction can be looked at as a posture feeling about the job; basically it is a component of attitude. Attitudes are evaluation statements either favourable or unfavourable about objects, people or events. They reflect how well they feel about something, in this case about their job. Generally Job satisfaction brings attention on work related attitude. Hence job satisfaction has its importance in the world of paid employment experiences. The following are some of the importance of job satisfaction:-

Luthans (1988) provides that employee's job satisfaction help increasing productivity. He explains that satisfied workers are more productive than less satisfied counterparts. Victor Vroom (1967) suggested that job satisfaction is a very important aspect in any organization as it contributes to high working efficiency, optimum utilization of resources, reduction in labour turnover, better organization relation and easier selection and facilitates positive change.

2.1.6 Organization Management

The individuals want to maintain status, high ranks and authorities by giving their capabilities to their job where they spend their energy and time. Job satisfaction simplifies organization management as people enjoy the systems (Robbins 2008).

An employee who is not satisfied with his job is unhappy, and thus can cause a drop in overall productivity. But as that employee starts to spread his dissatisfaction throughout the rest of the staff, it can cause a drop in employee morale. The dissatisfaction with the company can grow if not addressed, and a universal drop in productivity occurs. Employees who are satisfied with their jobs do not create problems with staff morale. A worker who is satisfied with his/her job will want to retain that job for as long as possible. When the organization offered training to enhance employees' knowledge regarding their job duties, it is accepted by satisfied employees. Ongoing training helps to make the staff more competitive within the organization by keeping them up to date on new developments. Satisfied employees are more eager to apply new knowledge to

their job performance and help to improve the organization's competitive advantage. Satisfied employees will attempt to recruit people they know who have the background necessary to assist the organization. Recruiting new talent for the organization becomes easier when the existing staff is satisfied and speaks highly of the organization. When the current staffs are satisfied, they will act as recruiters for the organization and bring talented candidates to the organization's attention that may have otherwise not applied for a position (Rudman, 2003).

The impact of Organization management to the research topic is to show the importance and effect of job satisfaction on the management of the performance of the employees in the Organisation system.

2.1.7 Administration Structure of Agriculture Extension Services in Tanzania

The Administration structure of agriculture extension service in Tanzania has been changing with the changing policy environment in the country. Before the Local Government Reform Program (LGRP) in 1996 and its official approval in 1998 which led to decentralization of power to local authorities, all affairs of agriculture extension services were directed and controlled from the Ministry of Agriculture headquarters in Dar es Salaam. Following the decentralization policy, agricultural activities including extension services are now under the Prime Minister's Office, Regional Administration and Local Government (PMO-RALG/TAMISEMI). This was done to give more autonomy and power to local government authorities to decide and plan development activities on their own without interference from the Central Government. (NAP, 2013).

The main idea behind decentralization was to facilitate access to various services including bringing agricultural extension services closer to people. The role of the central government is to formulate policy, give support and to monitor implementation of development projects. An overarching objective of the Local Government Reform Programme (LGRP) in Tanzania is to structure Local Government Authorities (LGAs) so that they can "respond more effectively and efficiently to identified local priorities of service delivery in a sustainable manner". This includes more specific objectives,

such as to “improve quality, access and equitable delivery of public services, particularly to the poor” and to “increase civil society participation in service provision” (URT, 2002).

The experts were to be deployed to serve small-scale farmers at a village level in an attempt to improve their farming practices and productivity. To reach the target number, from 2007 enrolment of students in the Ministry of Agriculture Training Institutes (MATIs), Sokoine University of Agriculture (SUA) and other private institutions, both first and second year certificate and diploma courses had been increasing to 3,500 each year. Until December 2012, a total of 7,974 experts had been employed by the government and 2,000 other graduates were expected to be employed in the 2012/2013 financial year after the end of the special training programs (2007-2012).

2.1.8 Training and development of Agriculture extension officers.

The training of Agriculture Extension Officers in Tanzania aimed to improve the extension management through training and development, and to build a professional extension management (Professionalize the extension services). It was developed in Israel and adopted in Turkey, India and later on it was adopted by African countries such as Tanzania, Kenya and Uganda. It spread because World Bank funded the extension services (Kayese, 2008).

When Agriculture Extension Officers are well trained in recognised training institutions they become satisfied individually due to the skills acquired, and so they ought to perform their work perfectly and efficiently. Thus when an individual possess the required qualifications he/she is likely to become satisfied with that job, hence job satisfaction. Therefore trained and developed Agriculture extension Officers would be promoted accordingly due to the training acquired. Hence, this act will lead to job satisfaction of an individual employee.

The Ministry of Agricultural Training Institutes (MATIs) were established in Tanzania with the aim of producing middle cadre competent technical experts, by offering demand-driven courses aiming to transform agriculture in Tanzania from food import

reliant to food self -sufficient country through adoption of modern farming practices (MATI, 2012). The experts are trained for two years at certificate and diploma levels after which they are employed in both private and public sectors as change agents of new technology innovations. So far, there is 1 University of Agriculture 13 MATIs and 3 private agricultural training institutes in Tanzania. Training offered in MATIs and private institutes includes generalized and specialized courses tailored to address the knowledge gaps of the farmers. They include crop production, general agriculture, agro mechanization, irrigation, horticulture, land use, food production and nutrition. The three private institutes mentioned also use the curriculum of the Ministry of Agriculture Training Institutes. The educational requirements for agricultural extension officer are certificate at village level, diploma or degree at division level, graduate or post graduate serving at district and regional level. Post graduate holders serving in some of technical and upper managerial posts (MOAC, 1997).

2.1.9 National Agriculture Policy (2013)

The agriculture policy of Tanzania emphasizes extension services to farmers as a support to poverty reduction in rural areas and market competitiveness for commercial agriculture in the domestic and global markets. Also the policy puts emphasis on the transformation of agricultural extension services in order to impart the right tools, knowledge and skills as well as ensuring farmers adhere to Good Agricultural Practices, advancements and weak coordination of agricultural extension services. The extension services to farmers won't be successful if Agriculture extension officers are dissatisfied with the job (URT, MAFC, 2013).

2.2 Empirical literature reviews

Various other studies related to job satisfaction have been conducted by various researchers as follows:

Agwu et al (2005) on their study of Factors affecting job satisfaction of front line-extension workers in Engunnu state, Nigeria revealed that poor environment, interpersonal relationship, organisational policies and conditions of services promote

much on low level of job satisfaction of any worker. *“The field of extension workers indicated low level of satisfaction with their job content, conditions of service and working environment.”*

The study by Sadegh and Eftekhari (2013) on Relationship between job satisfaction and organizational commitment of agricultural extension experts of Guilan province revealed that there is direct and significant relation between the job satisfaction and organizational commitment. *“The findings show that the agricultural extension experts that had low job satisfaction were in low organizational commitment.”*

The research done by Jinyevu (2013) on the relationship between employees’ job satisfaction and their performance: the Case of Teachers in Tanzania Government-owned schools found that, there is a positive consistent relationship between employees’ satisfaction and their performance. *“Not only a positive correlation between job satisfaction dimensions and employees’ performance, but also positive influence of job satisfaction on job performance thus satisfied employees are highly motivated, have higher job morale and perform better than those who are dissatisfied.”*

Christen, Cryler and Soberman (2005) in a study entitled: *Job satisfaction, Job performance and effort*, revealed that job performance is related to job satisfaction. *“Positive effect of job satisfaction on job performance has important implications for a firm that wants to motivate and retain talented employees.”*

Agwu et al (2005) on their study entitled: *An assessment of teacher’s job satisfaction and job performance in three selected secondary schools of Borno State, Nigeria*. Revealed job dissatisfaction of teachers led to poor performance of students in the recent year examinations. *“The situations suggest that teachers might not be satisfied with their jobs thus affecting their performance.”*

Cook (2008) on his study entitled: *Job satisfaction and job performance: Is the relationship spurious? Texas; USA*, revealed that the relationship between satisfaction and performance is partly spurious; meaning that part of the relationship is actually due to common causes of satisfaction and performance rather than a substantive causal

relationship between the two. *“Approximately one half of the satisfaction-performance relationship is spurious.”*

The empirical literature review therefore shows that the relationship between job satisfaction and job performance was actually due to common causes of satisfaction and performance rather than a substantive causal between the two. Thus there is direct and significant relation between the employee job satisfaction and organizational commitment. The factors affecting job satisfaction revealed were poor environment, reward system, promotion, recognition, interpersonal relationship, organisational policies and practices, and conditions of services promote much on low level of job satisfaction of any employee.

2.2.1 Synthesis and research gap in the literature reviewed

Most of studies by other researchers that have been reviewed show that there is relationship between job satisfaction of employees and their performance. Also the studies revealed that poor environment, interpersonal relationship and organisational policies promote much on low level of job satisfaction of workers.

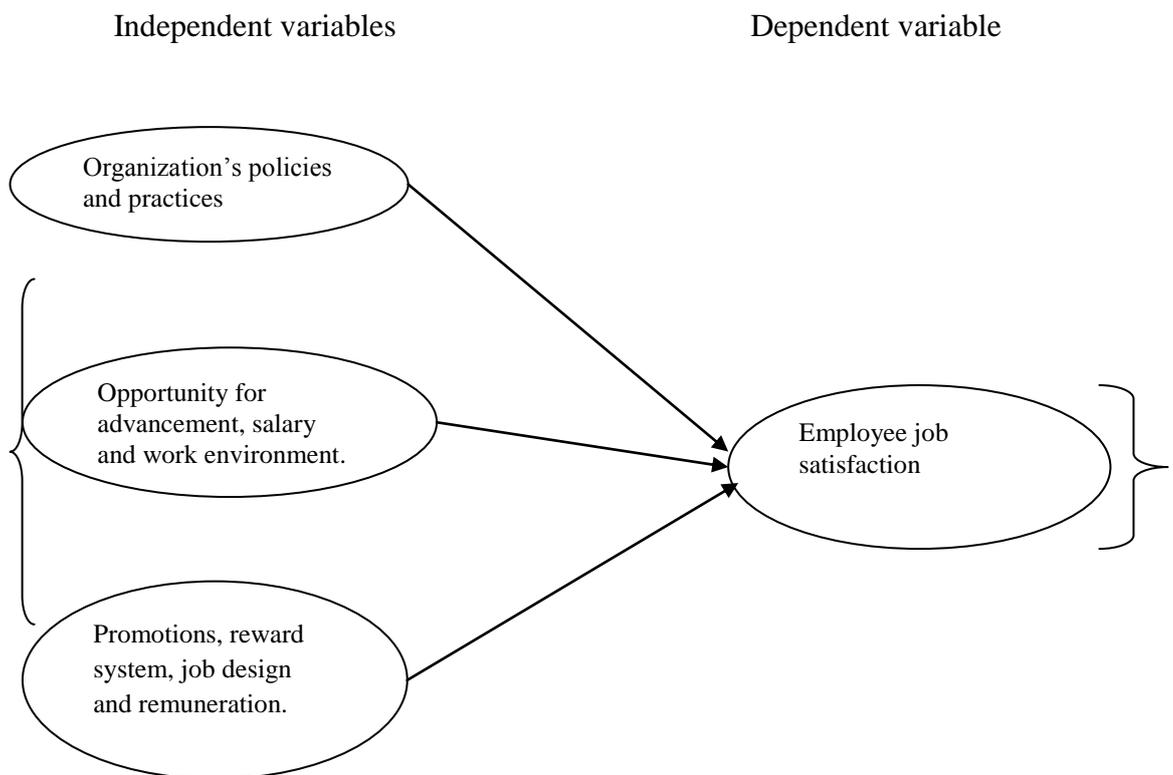
Despite the fact that the reviewed literature focused on job satisfaction of employees, there were very few or not at all which are specifically relating to job satisfaction of agriculture extension officers in Tanzania specifically in WDC. Therefore, this study expects to bridge the gaps in other studies by examining the job satisfaction of agriculture extension officers using WDC as the Case study.

2.2.2 Job satisfaction of agriculture extension officers frame work

Figure 2.1 shows a conceptual framework underlying the present study. This conceptual framework was used to determine the study variables. According to Linda (1999), cited by Lusambo (2009), the conceptual framework acts as a basis for discussing the relationships between different groups, individuals or issues and can always be progressively revisited as further information relating to the study variables becomes available. Maxwell, (2006) further suggests that a conceptual framework justifies the entire research process by providing the necessary pieces of arguments.

This section presents a conceptual framework from which the analysis of this study will be made. The study developed a framework that indicates a relationship of variables based on the assumptions derived from the reviewed literature. The framework assumes that job dissatisfaction of agriculture extension officers depended on some of the following factors: working environment, motivation, salary, reward system, promotion and Supervision. When agriculture extension officers are working in good environment, are well paid, get opportunity for advancement (i.e well trained and developed) as well as promoted to higher positions, having reliable supervisors, such employees will have higher job satisfaction that will raise organizational performance due to commitment and patriotism.

Figure 2.1: Employee’s job satisfaction conceptual framework



Source: (Modified from Mohamed, 2010)

2.2.3 Conclusion and implications

From the employee's job satisfaction conceptual framework above, this study was sought to examine the factors affecting employee's job satisfaction. All those variables above are important to the employee job satisfaction. The nature of employee's job satisfaction depend on effects of organisation's policies and practices, opportunity for advancement, salary, working environment, promotions, reward system, job design and remunerations. Therefore effective employee's job satisfaction results into effective service delivery and organisational performance.

2.2.4 Relationship between job satisfaction and organization performance

Job performance on job satisfaction also has important implications for the organization that wants to motivate and retain talented employees (Soberman, et.al, 2005). It implies that actions to increase job performance can also increase the job satisfaction of employees. As a result, benefits such as reduced turnover and less absenteeism (the result of higher job satisfaction) may be useful in justifying the cost of a policy even when this policy is primarily directed to improving job performance. Cummings (1970) identified three major points concerning the relationship between job satisfaction and performance. Satisfaction causes performance; performance causes satisfaction and rewards cause both performance and satisfaction.

Poter and Lowler (1969) suggests that satisfaction will affect a worker's effort, arguing that increased satisfaction from performance possibly helps to increase expectation of performance leading to rewards. Meggison, Mosley & Pietri (1982) stated that people experience job satisfaction when they feel good about their jobs, and that this feeling often relates to their doing well, or their becoming more proficient in their professions, or their being recognized for good performance.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

There was a need to make important methodological considerations to enable the study to realize its purpose. Methodological considerations included the following: research design, target population, sampling techniques, sample size, area of study, and methods of data collection, Data analysis plan, and ethical consideration.

3.1 Research design

This section describes the plan, structure and strategy of investigation that was employed so as to obtain answers to research questions in this study (Kumar, 2002).

Research design is the conceptual structure within which research is to be conducted. It constitutes the blue print for the collection, measurement and analysis of data. It is a plan, structure and strategy of investigation proposed for obtaining answers to the research question (Kothari, 2004). This study employed case study design due to the following reasons: firstly, the quest of the researcher to have in-depth investigation of the determinants of job satisfaction of agriculture extension officers. Secondly, the researcher wished to triangulate the study through fully uses the potential of multiple methods.

3.2 Target population

Borgdan et al (1996) defined target population as all members of a real set of subjects/people/events to which a researcher wishes to generalise the results of the study. The targeted population of the study were agriculture extension officers, DAEO, DED and all farmers in WDC which make total of 645 people. Farmers were included as the unity of analysis of the study due to the fact that they are the recipient of the services delivered to them by the said extension of officers and so they have experiences and information about agriculture extension officers' job satisfaction.

3.3 Area of Study

Area of the study is the particular place where research is conducted (Hans, 2008). This study was conducted in Wanging'ombe District Council (WDC). WDC was selected because it is one of the districts that are faced with the problems of employees job dissatisfaction, the district also has a variety of units with diverse characteristics which enabled the researcher to get reliable information about the topic under study (such as accessibility of the respondents and familiarity of the area to the researcher).

WDC is one of the five districts of the Njombe Region of Tanzania. The district has a total area of 3,440.54 square kilometers with population of 161,816 people and is divided into seventeen wards; namely Igima, Igosi, Ilembula, Imalinyi, Kidugala, Kijombe, Kipengele, Luduga, Makoga, Mdandu, Saja, Uhambule, Ulembwe, Usuka, Wanging'ombe and Mdandu. The main economic activities in WDC are agricultural activities (crop cultivation and livestock keeping). Supervision of agricultural activities has been decentralised from the Ministry of Agriculture and Corporation to Local government authorities. This was done to give more autonomy and power to local government authorities to decide and plan agricultural development activities on their own without interference from the Central Government (NAP, 2013). WDC has total number of 41 Agriculture Extension Officers.

Table 3.1: Targeted population

Unit of Inquiry	Total number	Percentage
DED	01	0.1
District Agricultural Extension Officers	02	0.5
Agriculture Extension Officers	41	6.4
Farmers	600	93
Total	645	100

Source: WDC statistics

3.4. Respondents' Sampling Techniques

This study used sampling techniques to draw sample size from the targeted population. The researcher employed purposive sampling technique and simple random sampling technique.

3.4.1 Purposive sampling technique

Purposive sampling technique was used to select 1 DED, 2 District agriculture Extension Officers and 41 Agriculture Extension Officers. DED and District Agriculture Extension Officers were purposively selected into the study because by virtue of their positions are responsible for raising job satisfaction of Agriculture Extension Officers. Also, Agricultural Extension Officers were purposively selected because all Agriculture Extension Officers had been involved in the study. Moreover, purposive sampling technique was used to select WDC as study area, WDC was purposively selected because is one of the rural districts which have great shortage of Agriculture Extension Officers. For example in WDC there are only 41 Agriculture Extension Officers instead of 101 (MAFC, 2009). Furthermore, Igima, Igosi, Ilembula, Imalinyi, Kidugala, Kijombe, Kipengere, Luduga, Makoga and Mdandu wards were selected purposively for the study because most of farmers live in the particular wards.

3.4.2 Simple stratified sampling technique

Stratified sampling technique was employed to select 100 farmers into the study; stratified sampling technique was used so as to get representatives of farmers from each of 10 selected wards. Therefore, every farmer in each ward had equal chance to be selected into the study. The farmers were stratified into 10 wards, and then 10 farmers were selected from each ward through simple random sampling technique. Sampling frame (list of farmers) was obtained from *Ward Agriculture Extension Office in each of 10 wards*. Slip of papers were prepared and then numbered to present every farmer in the particular ward. To minimize the selection bias the numbered slips of paper were systematically shuffled in a box and then one of piece of paper was randomly picked at

a time. The process was repeated until a required number of 10 farmers in each ward were obtained to make up sample of 100 farmers.

3.5 Sample size

The sample size consisted of 144 respondents. The sample size of 144 respondents was selected because the researcher was interested in carrying out in depth investigation of the study problem which could not easily be achieved with huge sample of respondents. Prince (2005) argues that a sample of 30 elements and above is sufficient for the study.

Table 3.1 sample size

Unit of Enquiry	Total number	Percentage
DED	01	0.69
District Agricultural Extension Officers	02	1.38
Agriculture Extension Officers	41	28.4
Farmers	100	69.4
Total	144	100

Source: WDC statistics

3.6 Methods of data collection

This section describes methods that were used to collect data. The study employed the triangulation approach whereby interview, questionnaire and documentary review were used as methods of data collection. Triangulation of data collection method ensured the validity of the study.

3.6.1 Primary data collection methods

Questionnaire and interview were used for collection of primary data.

(a) Questionnaire tool

Questionnaire tool was used to collect primary data from farmers about how working environment, salary, promotions and remuneration affect job satisfaction of Agriculture Extension officers. Questionnaire tool was chosen because deemed to be appropriate method of gathering large amount of information from a large number of respondents

in a short period of time and in a relatively cost effective way. In this study, both closed and open ended questionnaires were employed to collect data from 100 farmers.

(b) Interview technique

Interview technique was used to collect primary data from DED, DAEO and Agriculture Extension Officers about existing of policies and practices for the reward, how salary, promotions, remuneration, reward system, job design and working environment affect the job satisfaction of Agriculture Extension Officers . The interview guide was prepared to direct the two ways systematic conversation between the researcher and the respondent, the interview was initiated by researcher to obtain relevant information for the study. The interview technique was chosen because it was thought to be a suitable method for getting in-depth information concerning the study.

3.6.2 Review of literature

Documentary review method was used to collect secondary data from District Agricultural Extension Office about Agriculture Extension Officers' promotion. The researcher had chosen document review method because the information about promotion of Agriculture Extension Officers was difficult to track down easily through other methods because respondents could forget the right number of employees whom were promoted in previous years.

3.7 Data Analysis plan

Data analysis refers to the computation of certain measures along with searching for patterns of relationship that exist among data group (Kothari, 2004). The data collection was analysed on the basis of the objectives and the research questions of the study. The quantitative data were analysed by using descriptive statistics employing computer software of Statistical Package for Social Science (SPSS) version 16 and presented in relevant tables and graphs, with frequencies and percentages. Also, qualitative data was analysed by using themes.

3.8 Ethical Considerations

Resnik (2010) contended that it is important to agree to ethical norms in research so as to promote the aims of research, develop the values that are essential to collaborative work, which include trust, accountability, respect and fairness. This situation enabled the researcher to ensure he/she is held accountable to the public. Ethical standards were observed in the planning and conducting of the study. The researcher secured research clearance from Mzumbe University, where by researcher's introduction letter which explained the purpose of the study was obtained before the field visit, also the researcher requested for research permit from recognized authorities in WDC. The study was conducted with the consent of the respondents after they had been informed about the purpose of the study and so it was their choice to participate. The researcher observed the right to privacy of the respondents and the confidentiality of their information.

CHAPTER FOUR

PRESENTATION AND DISCUSSION OF THE FINDINGS

4.0 Introduction

This chapter is organised into three parts: the first part presents the brief background of WDC, the second part presents findings on demographic characteristics of the respondents of the study, and the third part presents findings and analysis with respect to the purpose of the study, research objectives and the following research questions: What are the existing policies and practices for the reward of agricultural extension officers? How salary, promotions and remuneration affect job satisfaction of Agriculture Extension officers? How reward system and job design affect the job satisfaction of Agriculture extension Officers? And how working environment affect the job satisfaction of Agriculture Extension Officers?

4.1 Demographic Characteristics of Respondents

The demographic characteristics of respondents examined were age, and educational level.

4.1.1 Agricultural Extension Officers' Distribution of Respondents by age

The age of respondents was categorised into four age groups: 18-29, 30-49, 50-59, 60 years and above. The findings in Table 4.1 below show that the majority of respondents were those aged between 30 and 49 years which constituted 85.0 %. The findings imply that majority of Agricultural Extension Officers in WDC might have already established and maintained their career in extension service. This is supported by Johns (1996) who argues that employees at age of 32 to 55 have already established focus on achieving career goals and maintaining organisational progress, therefore will work with the organisation for long period of time.

4.1.2 Agricultural extension officers' distribution by level of education

The education level of respondents was categorised into three groups: Diploma, Bachelor's degree and Masters' degree. The findings in Table 4.1 below show that majority of respondents (93%) had attained Diploma of Agricultural Extension. The finding also show that majority of Agricultural Extension Officers with Bachelor's degree might have left agricultural extension profession and joined other fields, such as teaching in higher learning institutions such as Sokoine University of Agriculture. Agricultural Extension Officers have a lot of job opportunities compared to Agricultural Extension Officers with Diploma; therefore they are not tolerant with difficulty working environment and low salary paid to Agricultural Extension Officers.

Table 4.1: Agricultural Extension Officers' distribution by Sex, Age and Educational Level

S/N	Demographic characteristic		Frequency	Percentage (%)
1.	Age	18-29 years	2	05.0
		30-49 years	35	85.0
		50-59 years	4	10.0
		Total	41	100
2.	Education level	Diploma	38	93.0
		Bachelor's degree	03	07.0
		Total	41	100

Source: Field Study (2015)

4.1.3 Farmers' distribution by education level

The education level of respondents was categorized into five groups: Primary Education, Secondary Education, Diploma, Bachelor's degree and Masters' degree. The findings in Table 4.2 below show that majority of farmers in WDC (77%) had attained primary education. The findings imply that majority of farmers at WDC need agricultural extension services for them to improve their agricultural production.

Table 4.2: Farmers’ distribution by Education Level

S/N	Demographic characteristic	Frequency	Percentage (%)
Education Level	Primary Education	77	77.0
	Secondary Education	18	18.0
	Diploma	04	04.0
	Bachelor’s degree	01	01.0
	Total	100	100.0

Source: Field Study (2015)

4.2 Findings and analysis

This section analyses and presents the data collected in the field which attempt to address four research objectives of the study. The sample size consisted of 144 respondents (1.DED, 2 District Agricultural Extension Officers, 41 Ward Agricultural Extension Officers and 100 farmers).

4.2.1 Existing policies and practices for reward of agricultural extension officers

The first research question of this study was to examine the existing policies and practices for the reward of agricultural extension officers. The exploration was done through the data collection methods and the respective analysis was carried out to bring the information pattern of the interest of the study.

4.2.1.1 Existing policies for the reward of agricultural extension officers

The study strived to explore the existing policies for the reward of agricultural extension officers. The interview with DED, DAEO revealed that there is existence of policy for the reward of agricultural extension officers (Public Service Pay and Incentive Policy) which is also the reward policy for other public servants in Tanzania. One of the District Agricultural Extension Officers had the following to say:

There is reward policy for all public servants in Tanzania; therefore our employees (agricultural extension officers) also are included in this policy. The policy focusing

on enhancing the capacity of the public service to attract, retain and adequately motivate employees with requisite skills.

District Executive Director had similar remarks as following:

We have the policy for rewarding our employees; this policy is for all public servants in all public institutions in Tanzania. The scope of the policy is to provide a framework for pay and incentives to public servants in the Central Government, Local Government Authorities, Executive Agencies and all Public Institutions that draw personnel compensation from the Treasury.

The similar findings were obtained from questionnaire data, whereby majority of Agricultural extension Officers (73.2%) agreed that there is existing of reward policy for Agricultural Extension Officers at WDC, 10 respondents (24.4%) did not agreed while 01 respondent (02.4%) were not sure whether there is exiting of reward policy as shown in Table 4.3.

Table 4.3: Exiting of policies for the reward of agricultural extension officers

Responses	Frequency	Percentage
Yes	30	73.2
Not sure	1	02.4
No	10	24.4
Total	41	100.0

Source: Field data 2015

The findings from Interviews and questionnaire show that there is existence of policy for the reward of agricultural extension officers at WDC. The findings also revealed that there is only one reward policy for all public servants in Tanzania, the particular policy is known as Public Service Pay and Incentive Policy, the implementation of the policy has been decentralized into district and municipal councils. The findings imply that District Executive Director at WDC is responsible for motivating Agricultural Extension Officers as speculated in Public Service Pay and Incentive Policy of 2010. The same observation was done by Othman and Liviga (2012) who revealed that there is existence of reward policy in district and municipal councils in Tanzania, where by the head of the paid service is the District/municipal Executive Directors.

4.2.1.2 Existing practices for the reward of agricultural extension officers

The study strived to explore the existing practices for the reward of agricultural extension officers. The interview with District Executive Director and District Agricultural Extension Officers revealed that there is existence of practices for the reward of agricultural extension officers at WDC, though its practices face challenge of enough fund. District Executive Director had the following to say:

Despite the fact that the Public Service Pay and Incentive Policy directs payment for excellent performance demonstrated by employees but the incentives have been provided to small number of agricultural extension officers because of the shortage of fund.

One of District Agricultural Extension Officer had similar remarks to comment:

There is practice of reward policy at WDC, but in most cases the Government has not been able to implement successfully rewards policy to all Agricultural Extension Officers. Sometimes employees' demands for overtime allowance have been not fulfilled, and sometimes have been put forward by workers through their representatives in the councils in order to put more pressure for their payment. Also Salary paid to Agricultural Extension Officers is of small amount which has been the major agent of Employees low job satisfaction.

Another District Agricultural Extension Officer had the following to comment:

Although some of Agricultural Extension officers have been paid incentives and allowances, but majority of them have their files in District Executive Director's offices demanding their annual leave allowance.

Questionnaire data from Agricultural Extension Officers had similar findings, whereby majority of respondents (85.4%) agreed while few of them (14.6%) dis agreed that there is existing reward policy (i.e. the reward policy for all public servants) for Agricultural Extension Officers at WDC. While 92.7% of respondents are not satisfied but few (7.3%) were satisfied with the rewards provided to them as shown in Table 4.4.

Table 4.4: Agricultural Extension Officers' Attitude on Existing of Reward Policy Practice

Reward	Yes	%	No	%	Total	
Existence of Reward Policy Practices	35	85.4	6	14.6	41	100%
Satisfied with the Rewards	3	7.3	38	92.7	41	100%

Source: Field data 2015

The findings from Interviews and questionnaire show that there is existence of practice for the reward of agricultural extension officers at WDC. The findings also revealed Agricultural Extension officers are not satisfied with the administration of the rewards, since some employees have been paid annual leave allowance on time, and other employees have been left until their annual leaves are done. The findings imply that there must be shortage of fund at WDC to support implementation of reward policy, and this must have been affecting job satisfaction of Agricultural extension officers.

This is in line with UN-Habitat (2013) which revealed that the major factors influencing staff attraction and retention in Local government Authorities in Tanzania are those areas are related to finance. These include: lack of special incentives; lack of supplementary income opportunities; lack of suitable quality housing; lack of adequate access to health and education facilities; lack of adequate access to telephone and internet services and lack of adequate access to water and electricity. Also, Suvi (2014) revealed that Local governments in Tanzania not only lack fund for motivating employees to improve performance, but also adequate sanctions for correcting continuing poor performance, mismanagement and neglect of duties. Both adequate fund and adequate sanctions, which are seen as fairly dispensed, are part and parcel of a well functioning reward system. Currently, there is no comprehensive and systematic framework of financial and nonfinancial incentive to effectively address the motivational problem in the Local Government Authorities.

4.2.2 The effects of salary and promotion on job satisfaction of agriculture extension officers

The second research question of this study was to examine how salary, promotions and remuneration affect job satisfaction of Agriculture Extension officers. The exploration

was done through the data collection methods and the respective analysis was carried out to bring the information pattern of the interest of the study.

4.2.2.1 Affects of salary on job satisfaction of agricultural extension officers

The study strived to explore the effects of Salary on Job satisfaction of Agricultural Extension Officers. The interview with District Executive Director and District Agricultural Extension Officers revealed that Agricultural Extension Officers are not satisfied with the monthly salary paid to them by the government. District Executive Director had the following to say:

Some of Agricultural Extension Officers have terminated their employment contract, and their major reason was low salary. Also, the Agricultural Extension Officers who are still in employment have the same complaint that their monthly salary is not enough. I believe that when the government starts paying Agricultural Extension Officers good amount of money for their salary, the Agricultural Extension Officers' turnover will decrease in Wanging'ombe district.

One of the District Agricultural Officers had the following to say:

Agricultural Extension Officers are not satisfied with the current monthly salary because the cost of living is high. Therefore, some of Agricultural Extension Officers have been leaving Agricultural extension job and joined other fields, such as teaching in higher Learning Institution for green pasture.

Questionnaire data from Agricultural Extension Officers showed that majority of respondents (63.4%) were not satisfied with their monthly salary paid to them by the government, while 15 respondents (36.6%) were satisfied with amount of salary paid to them as shown in Table 4.5.

Table 4.5: Affects of Salary on Job satisfaction of Agricultural Extension Officer

Attitude	Frequency	Percentage
Satisfied	15	36.6
Not satisfied	26	63.4
Total	41	100.0

Source: Field data 2015

The findings from Interviews and questionnaire revealed that Agricultural Extension Officers were not satisfied with the monthly salary paid to them by the government. This implies that the Agricultural Extension Officers were paid small amount of salary

which does not meet their daily demands, therefore their morale for hard working must have been negatively affected the same to their job satisfaction.

The same observation was done by Lyimo (2014) on the analysis of teachers' low payments in Tanzania. He revealed that low salary has affected teaching professional, teacher's job satisfaction has decreased. Also, the study by Inayatullah and Jehangir (2012) about Teacher's Job Performance, the study revealed that most of the teachers were not satisfied with their salaries, whereby the low salaries of the teachers affected their performance. Some of teachers had left teaching career to other careers, leaving some schools with less number of teachers. Moreover, Ghana National Association of Teachers (2009) on its study about teacher turnover in Ghana revealed low wage for teachers contributed to high rate of teacher turnover and unequal distribution of teachers in Ghana.

4.2.2.2 Affects of Promotion on Job satisfaction of Agricultural Extension Officer

The study strived to explore the affects of Promotion on Job satisfaction of Agricultural Extension Officers. The interview with District Executive Director and District Agricultural Extension Officers revealed that Agricultural Extension Officers are not satisfied with promotion by the government. District Executive Director had the following to say:

Due to limited budgets not all Agricultural Extension Officers are promoted in same time, some of them have to wait for hardly one year for their promotion, some time the promoted employees can stay for six months for get new salary due to promotion. I am sure that the Agricultural extension officers and other employees are not satisfied with the promotion, but much progress has been made in resolving the issues of delays in registering pay changes into the Human Capital Management Information System (HCMIS)... This is due to the upgrading of the Lawson payroll control system, where by the administering of the payrolls have been improving, and I believe that the delay problem won't be a problem anymore.

One of the Agricultural extension officers had the following to comment:

Majority of Agricultural Extension Officers at Wanging'ombe District council are not yet promoted for several number of years, this is due to the shortage of fund in central government where by only few employees are promoted in a year. The job

satisfaction for agricultural extension officers has been decreasing which also affecting Agricultural Extension Service.

Questionnaire data show that majority of Agricultural Extension Officers (71.0%) were not satisfied with promotion at WDC, while 12 respondents (29.0%) are satisfied with promotion at WDC as shown in Table 4.6. Also, the data from documentary review show that only 10 out of 40 Agricultural extension officers have been promoted in the past three years (2012- 2014) as shown in Table 4.7.

Table 4.6: Agricultural Extension Officers’ Attitude on Promotion at WDC

Attitude	Frequency	Percentage
Satisfied	12	29.0
Not satisfied	29	71.0
Total	41	100.0

Source: Questionnaire data (2015)

Table 4.7: Promotion of Agricultural Extension Officers for three years (2012-2014) at WDC

Year	Number of Agricultural extension Officers required for promotion	Number of Agricultural extension Officers were Promoted
2012	5	0
2013	20	2
2014	40	8

Source: Questionnaire data (2015)

The findings from Interviews, Questionnaire and Documentary review show that Agricultural Extension Officers were not satisfied with promotion at WDC, because few people were promoted, for example according to the findings in Table 4.7, in three years (2012- 2014) on 10 Agricultural Extension Officers out of 40 have been promoted. This implies that employees at WDC work for long period of time within the same rank, this might have demoralised the employees and their job satisfaction might be low.

The similar observation was done by Mustapha and Zakaria (2013) on his study about the Effects of Promotion Opportunity in Influencing Job Satisfaction among Academics in Higher Public Institutions in Malaysia, the result indicated that there was a positive significant relationship between promotion opportunity and job satisfaction. Those employees whom were promoted had high level of job satisfaction than those whom were not promoted. Also, Kostea (2011)' study about Job Satisfaction and Promotions revealed that employees who received a promotion in the past two years had increased job satisfaction and Workers who believe a promotion is possible in the next two years also reported to have higher job satisfaction.

4.2.3 Affects of reward system and job design on the job satisfaction of Agriculture extension Officers

The third research question of this study was to examine how reward system and job design affect the job satisfaction of Agriculture extension Officers. The exploration was done through the data collection methods and the respective analysis was carried out to bring the information pattern of the interest of the study.

4.2.3.1 Affect of Reward System on Job satisfaction of Agriculture extension Officers

The study strived to explore affects of two components of Reward system on Job satisfaction of Agricultural Extension Officers. The components are: Benefits and Performance Recognition.

- **Benefits**

The interview with District Executive Director and District Agricultural Extension Officers revealed that Agricultural Extension Officers were satisfied with Retirement benefits, while their dissatisfied with Tuition Reimbursement and Health Care benefit. District Executive Director had the following to comment:

Many of my employees including Agricultural extension Officers have been happy with what the government contributes for them in social security funds for retirement benefits, but they complain about health care benefits; they are seeing

that they get poor quality of health services regardless to the big amount of money deducted from their salary every month.

One of the District Agricultural Extension Officers commented as follows:

Tuition Reimbursement benefit has been directed to few employees at WDC, and this affect job satisfaction of other employees including Agricultural Extension Officers. However, majority of them are satisfied with retirement benefits.

Questionnaire data show that majority of Agricultural Extension Officers (93%) were satisfied with retirement benefits at WDC, while 67% were satisfied with Health care benefits and 63% were not satisfied with Tuition reimbursement benefit as shown in Table 4.8.

Table 4.8: Affects of Benefits on Job satisfaction of Agriculture extension Officers.

Benefits	Satisfied		Not satisfied		Total	%
Retirement	38	93%	03	07%	41	100.0
Health care	13	33%	28	67%	41	100.0
Tuition Reimbursement	15	37%	26	63%	41	100.0

Source: Questionnaire data (2015)

The findings from Interviews and Questionnaire show that job satisfaction of Agricultural Extension Officers was negatively affected by Tuition reimbursement benefit and Health Care benefit. However, they are satisfied with retirement benefits. This implies that majority Agricultural Extension Officers incurred tuition fees on their own when wishing to pursue higher learning studies. This might be one of reasons for majority of Agricultural Extension Officers to have diploma level of education at WDC. Also, on other hand retirement benefits might have contributed to rising of agricultural extension officers' job satisfaction. This is consistent with Wanjohi et al (2011) on their study about the role of pension schemes on motivation of employees in Tusksys supermarkets, Kenya. The study revealed that employees had high level of job satisfaction resulted from their satisfaction with the pension scheme. Because they were sure that they will have enough benefits at the time of retirement.

- **Performance Recognition**

The interview with District Executive Director and District Agricultural Extension Officers revealed that Agricultural Extension Officers' job performance at WDC is

rarely recognised due to the limited fund allocated for employees’ motivation. One of District Agricultural Extension officers had the following to explain:

Although we have few Agricultural extension officers compared to the demand of one Agricultural extension officer for each of 101 villages in Wanging’ombe district, the present 41 Agricultural extension officers have been doing great job that deserve recognition. However, the Office of District Agricultural Extension Officer failed to recognise them every time when they demonstrate desired performance due to shortage of fund for employees’ motivation.

District Executive Director had similar comment as follows:

We have the fund devoted for employees’ motivation, but the fund is very limited that we cannot afford to recognise the desired performance of every employee when it happens; however we are thinking about starting to recognise them with non-monetary motivation when we cannot afford to give them money.

Questionnaire data from agricultural extension officers and farmers revealed that WDC did not recognise desired performance when demonstrated by Agricultural extension officers. Whereby majority of agricultural extension officers (90.0%) disagreed with recognition of their desired performance by WDC, while 04 respondents (10.0%) agreed with recognition of their desired performances by WDC as shown in table 4.9. Also, majority of famers (87.0%) confirmed that their experts (Agricultural extension officers) had been not recognised by WDC despite the fact that they have been demonstrating the desired performance in improving agriculture as shown in table 4.10.

Table 4.9: Agriculture Extension Officers’ Attitude on Recognition of Their Performance

Attitude	Frequency	Percentage
Agree	04	10.0
Disagree	37	90.0
Total	41	100.0

Source: Questionnaire data (2015)

Table 4.10: Farmers ‘Attitude on Recognition of Agriculture Extension Officers’ Performance by WDC

Attitude	Frequency	Percentage
Agree	13	13.0
Disagree	87	87.0
Total	100	100.0

Source: Questionnaire data (2015)

The findings from Interviews and Questionnaires show that the desired performances that have been demonstrated by majority of Agricultural Extension Officers have been not recognised. The findings imply that Job satisfaction of most of employees has been negatively affected by the failure of WDC to recognise their desired performance. This is consistent with the study by Flynn (1998) who argued that recognition and reward programs keep high spirits among employees, boosts up their morale and create a linkage between performance and motivation of the employees. Also, La Motta (1995) revealed that the level of motivation of employees increases when employees' performances are recognised.

4.2.3.2 Affects of Job Design on The Job Satisfaction of Agriculture Extension Officers

The study strived to explore affects of Job design on Job satisfaction of Agricultural Extension Officers. The interview with District Executive Director and District Agricultural Extension Officers revealed the job design of Agricultural extension has been affecting positively the job satisfaction of Agricultural extension officers at WDC.

One of the District Agricultural Extension Officer had the following to say:

If our Agricultural extension officers had no dissatisfaction with remuneration, I believe that they would have high job satisfaction, because the structure for the job of Agricultural extension has been well designed, this is why they are assigned to perform different tasks, this has helped them to reduce boredom and monotony.

Another District Agricultural Extension Officer had the following to say:

I think that the job of Agricultural extension has been well designed to raise job satisfaction of employees, because workers are allowed to move to different positions to perform different tasks, thereby has been increasing their flexibility to work in different villages in Wanging'ombe district.

District Executive director had the following to comment:

I believe that we designed well the post of Agricultural extension, because there is a two-way relationship between Agricultural extension officers and employer (DED). The Agricultural extension officers have been prepared environment for them to be aware for anything that's happening in the district concerning their field, also the environment allow them to work with their colleagues to improve performance within the job for the benefit of the Council. For these circumstances, I am sure that their job satisfaction is high.

Questionnaire data revealed that majority of Agricultural extension officers (66.0%) at WDC have been satisfied by the design of their job; while 14 respondents (34.0%) disagreed to be motivated by the job design of their work.

Table 4.11: Agriculture Extension Officers’ Attitude on Recognition of Their Performance

Attitude	Frequency	Percentage
Agree	27	66.0
Disagree	14	34.0
Total	41	100.0

Source: Questionnaire data (2015)

The findings from Interviews and Questionnaire show that job design of Agricultural extension has been affecting positively agricultural extension officers’ job satisfaction. This means that Agricultural extension officers at WDC might have been working hard to improve the agriculture which is the major economic activity which is for majority of residents in Waging’ombe district. The similar observation was reported by Oloolube (2006) on his study about Teachers Job Satisfaction and Motivation for School Effectiveness in Nigeria. The study revealed that when the job has been well designed contributes to raise job satisfaction of employees. Another observation by Gatsinzi (2014) on his study about employees’ job satisfaction in Rwanda, the study revealed that the well structured job has great contribution to job satisfaction of the employees.

4.2.4 Affects of Working Environment on Job Satisfaction of Agriculture Extension Officers

The fourth research question of this study was how working environment affect the job satisfaction of Agriculture Extension Officers. The exploration was done through the data collection methods and the respective analysis was carried out to bring the information pattern of the interest of the study. The interview with District Executive Director and District Agricultural Extension Officers revealed that working environment in all 101 villages of Waging’ombe district is terrible with absence of staff houses, unreliable transport and insanitary water. Concerning working environment, one of District Agricultural Extension Officers remarked as follows:

Most of the village located in difficulty environment, some of them have shabby houses and therefore it becomes difficult for agricultural extension officers to get houses for rent in the villages. When agricultural extension officers do not find houses they always refuse to work in the particular village.

District Executive Director had the following to say:

Villages like Imalillo and Imalinyi are located in difficult environment where there is no staff houses, electricity, water and health service, therefore no agricultural extension officer that is willing to go and work in such villages.

The study findings from questionnaire in Table 4.11 confirmed by 63.0% of respondents (Agricultural extension Officers) that working environment has been negatively affecting job satisfaction of agriculture extension officers. Also, the similar findings from questionnaire in Table 4.12 show that 85.0% of respondents (farmers) agreed that working environment has been affecting negatively job satisfaction of agricultural extension officers.

Table 4.12: Agriculture Extension Officers' Attitude on the Affects of Working Environment on their Job Satisfaction

Attitude	Frequency	Percent
Affect negatively	39	95.0
Not sure	02	05.0
Affect positively	0	0.0
Total	41	100.0

Source: Questionnaire data (2015)

Table 4.13: Farmers' Attitude on the Affects of Working Environment on Agricultural Extension Officers' Job Satisfaction

Attitude	Frequency	Percent
Affect negatively	85	85.0
Not sure	06	06.0
Affect positively	09	09.0
Total	100	100.0

Source: Questionnaire data (2015)

The findings from questionnaires and interviews show that working environment negatively affected job satisfaction of agricultural extension officers at WDC. The findings imply that village with good working environment attract Agricultural extension officers more than villages with difficult working environment. For example, many Agricultural extension officers likely to work in the villages like Samalia, Uhekule and Mdasi. Similar to the findings, Jinyevu's (2013) study shows that there is relationship between job satisfaction and working environment. This concurs with the finding of Matovu (2001) which shows that unavailability of housing and electricity in a school has an influence on teacher's transfer requests. It is also consistent with the study by Lusingu (2013) on Factors for unequal distribution of primary school teachers in Ruangwa District council revealed that difficulty working environment discourages teachers from continuing working in some of schools. Unfortunately, WDC lacks strategies to attract Agricultural extension officers to work in the villages with difficult working environment.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATION

5.1 Introduction

This chapter presents a summary for the study, conclusion and recommendations based on the findings presented and discussed in chapter four.

5.2 Summary

The study focused on investigating the determinant of job satisfaction of agriculture extension officers in Tanzania, using WDC as a case Study. Four research questions used to accomplish the study objectives were: What are the existing policies and practices for the reward of agricultural extension officers? How salary and promotion affect job satisfaction of agriculture extension officers? How reward system and job design affect the job satisfaction of agriculture extension officers? And how working environment affects the job satisfaction of agriculture extension officers?

A case study research design was applied, employing both primary and secondary data collection methods in order to achieve the study objectives. Data collected were analysed by using various techniques, quantitative data was presented in tables and percentages. While qualitative data was presented using direct quotation. From the analysis of data collected, the following are the findings of the study:

In respect to the first research question, the study aimed at examining the existing policies and practices for the reward of agricultural extension officers at WDC. The study revealed that there is existing of one reward policy at WDC agricultural extension officers, which also works for other public servants in Tanzania, the particular policy is known as Public Service Pay and Incentive Policy. Also, the study revealed that there is existing practices for reward of agricultural extension officers at WDC.

In the second research question, the study aimed at examining how salary and promotion affect job satisfaction of agriculture extension officers. The study revealed that agricultural extension officers are not satisfied with the monthly salary paid to them by the government; therefore their job satisfaction has been negatively affected. Also, the study revealed that agricultural extension officers are not satisfied with promotion at WDC, because only few people have been promoted; therefore their job satisfaction has been negatively affected.

In the third research question, the study aimed at examining how reward system and job design affect the job satisfaction of agriculture extension officers. The study revealed that job satisfaction of agricultural extension officers is negatively affected by Tuition reimbursement benefit and Health Care benefit, however they are satisfied with Retirement benefits. Also, the study revealed that the desired performances that have been demonstrated by majority of agricultural extension officers have been not recognised by WDC. Moreover, job design of Agricultural extension has been affecting positively agricultural extension officers' job satisfaction at WDC.

In the fourth research question, the study aimed at examining how working environment affects the job satisfaction of agriculture extension officers. The study revealed that working environment has been affecting negatively job satisfaction of agricultural extension officers at WDC.

5.3 Conclusions

Based on findings for every research question presented, analysed and discussed in this research report, the study concluded the following:

5.3.1 Existing policies and practices for reward of agricultural extension officers

There is existence of one reward policy at WDC agricultural extension officers, which also works for other public servants in Tanzania, the particular policy is known as Public Service Pay and Incentive Policy. Also, there is existing practices for reward of agricultural extension officers at WDC. However, agricultural extension officers are not satisfied with the administration of the rewards, since some employees have been

paid annual leave allowance on time, and other employees have been left until their annual leaves are done.

5.3.2 The affects of salary and promotion on job satisfaction of agriculture extension officers

Agricultural Extension Officers are not satisfied with the monthly salary paid to them by the government; therefore their job satisfaction has been negatively affected. Also, the Agricultural Extension Officers are not satisfied with promotion at WDC, because only few people have been promoted; therefore their job satisfaction has been negatively affected.

5.3.3 Affects of reward system and job design on the job satisfaction of agriculture extension officers

Job satisfaction of agricultural extension officers is negatively affected by Tuition reimbursement benefit and Health Care benefit; however they are satisfied with Retirement benefit. Also, the desired performances that have been demonstrated by majority of agricultural extension officers have been not recognised by WDC. Moreover, job design of agricultural extension has been affecting positively job satisfaction of agricultural extension officers at WDC.

5.3.4 Affects of Working Environment on Job Satisfaction of Agriculture Extension Officers

Working environment has been negatively affecting job satisfaction of agricultural extension officers at WDC. The villages with good working environment attract agricultural extension officers more than villages with difficult working environment. For example, many Agricultural extension officers likely to work in the villages like Samalia, Uhekule and Mdasi.

5.4 Recommendations

Based on the study findings, the following recommendations are put forward:

To Wanging'ombe District council:

- i. The study hereby recommends that WDC should make sure that reward administration is done fairly to all employees, by ensuring that all employees on annual leave are getting their allowances.
- ii. WDC should mobilise enough fund for motivating employees, where there is alternative WDC can use non-monetary fund to recognise employees who had demonstrated desire performance.
- iii. WDC should improve working environment of agricultural extension officers by making sure that they have staff house in every village.
- iv. WDC should devote enough funds for training agricultural extension officers.

To the central government:

The study hereby recommends that the government should prepare a separate reward policy for agricultural extension officers instead having one reward policy for all public servants since nature of work differs from one profession to another.

To individual employees:

The study hereby recommends that agricultural extension officers should be willing to work in all villages in Wanging'ombe district despite of difficulty working environment since farmers in every village need their service to improve agriculture.

5.5 Area for further research

This study was specifically carried out at Wanging'ombe district, Tanzania to investigating the determinants of job satisfaction of agriculture extension officers. However, further studies are needed to find out the best ways for improving working environment for agricultural extension officers in rural areas. Also, it is recommended that a broader study may be conducted to include other districts from other parts of Tanzania to have wider understanding about determinants of job satisfaction of agriculture extension officers.

REFERENCES

- Armstrong M.(2003) *A Hand Book of Human Resource Management Practice*; 9th edition; Kogan Page. London.
- Best, J, and Kahn, J. (2006). *Research in Education, Eighth Edition*. Needham Heights. Longman, New York
- Bardhan, P. & Mookherjee, D. (2002) *Corruption and Decentralization of Infrastructure in Developing Countries*’, mimeo, Univ. of California, Berkeley, and Boston University. 90
- Bodur, S. (2002), “*Job satisfaction of health care staff employed at health centres in Turkey*”, Occupational Medline, Vol. 52 No. 6, pp. 353-5
- Borgdan , R. and Biklen , S.K (1996) *Qualitative Research for Education: An Introduction to Theory and Methods*: Allyn and Bacon
- Branham, L. (2005). *The 7 hidden reasons employees leave: How to recognise subtle signs and act before it’s too late*. New York, NY: Amacom.
- Brief A.P. & Weiss, H.M. (2002). *Organizational Behaviour: Affect in the workplace*. Annual Review of Psychology, 53,279-307
- Brief, A. P & Robertson, L. (1996). *Job attitude organization: An exploratory study*. Journal of applied Social Psychology 19: 717- 24
- Burke, J.R. Fiksenbaum, L. & Greenglass 1., E.R (2002) *Impact of restructuring, job insecurity and job satisfaction in hospital nurses* (on line) Stress News14(1) January. Available on the internet at <http://www.isma.org.uk/stressnw/hospnurse 1.htm> (3April 2015)
- Chauhan, J. (2007) *Agricultural extension education*; Introduction to Agricultural Extension Education R.B.S College Bichpuri, Agra
- Cherrington, D.J. (1994). *Organizational behavior* (2nd ed.). Boston: Allyn and Bacon, Inc.

- Chiza, C. K. (2014). *Ministry OF Agriculture, Food Security: Budget Speech for 2014/2015* presented at National assembly. Dodoma
- Cook A.L. (2008) *Job Satisfaction and Job Performance*. Is the relationship furious? A Thesis. Texas University; USA.
- Davis, K. & Newstrom J.W (2003) *Organizational Behaviour ; Human Resource at Work*. 9th edition. New York: McGraw-Hill.
- Davis, (2008), *Extension in Sub-Saharan Africa: Overview and Assessment of past and current Models, and future prospects*. Volume 15, Number 3 Freire, P 1970. *Pedagogy of the oppressed*. The Free Press- N.Y.
- Dugguh S. I. (2008). *Human resource management*, Makurdi: Oracle Press Ltd.
- Enon, J.C. (1998). *Education Research Statistic and Measurement*. Kampala, Institute of Adult and Continuing Education Makerere University
- Erasmus B., Schenk, H., Swanepoel, B & Van Wyk, M.(2000) *South African Human Resource Management*. Theory and Practice. 2nd edition. Cape Town: Juta.
- Erez, A. & Judge, T. A. (1994). *Dispositional source of job satisfaction: The role of self-deception* (CAHRS Working Paper 94-14). Ithaca, NY: Cornell University, School of Industrial and Labor Relations, Center for Advanced Human Resource Studies.
- Eurofound (2012). *Working condition in Tanzania*. Dublin, retrieved on 06/01/2015 from the World Wide Web <http://eurofound.europa.eu/sites/default/files/effiles/pubdocs/2010/95/en/1/EF1095EN.pdf> Handbook of Industrial and Organizational Psychology, (pp. 1297-1349). Chicago, IL: Rand McNally.
- Flynn, G. (1998). Is your recognition program understood? *Workforce*, 77(7), 30-35.

- Gay, L.R. (1992) *Educational Research: Competences for Analysis and Application* (4th Edition). Columbus: Merrill
- Gerber, P.D et al (2001) *Human Resources Management – 5th edition*, Cape Town: Oxford University Press.
- Hackman, J. R & Oldham, G.R (1976). ‘*Motivation through the design of work*’ *Organizational Behaviour and human performance*, , MA: Addison Wesley.
- Herzberg, F. (1976) *Managerial Choice: To be efficient and to be human*; Homewood, Illinois: Dow Jones- Irwin.
- Herzberg, F. (1968). *Work and the nature of man*. St. Albans: Staples Press.
- Herzberg, F. (2003). ‘*One more time: how do you motivate employee?*’, Harvard Business Review.
- Inayatullah, A. and Jehangir P. (2012) Teacher’s Job Performance: The Role of Motivation, Pakistani. Retrieved on 31st August, 2014 from the World Wide Web: <http://64.17.184.140/wp-content/uploads/2013/02/V5I2-6.pdf>
- Ivancevich, J.M and Matteson M.T (2002) *Organizational Behaviour and Management*. 6th edition. New York: McGraw-Hill.
- Jiang. N. (2004). *Measurement of Job Satisfaction Reconsidered: A Structural Equation Modeling Perspective*. Retrieved on 07/01/2015 from World Web Wide from http://www.allacademic.com/meta/p110354_ind.
- Jinyevu, A.S (2013) *Is there a Relationship between Employees satisfaction and their Performance?: The Case of Teachers in Tanzania Government-Owned Schools*, retrieved on 10th January, 2015 from the World Wide Web: <http://www.iiste.org/Journals/index.php/EJBM/article/download/8044/8532>.
- Johnson, B., & Christensen, L. (2008). *Educational research: Quantitative, qualitative, and mixed approaches*. Thousand Oaks, CA: Sage Publications.

- Judge, T. A., & Church, A. H. (2003). *Job satisfaction: Research and practice*. In C. L. Cooper & E. A. Locke (Eds.), *Industrial and Organizational Psychology: Linking theory with practice* (pp. 166-198). Oxford, UK: Blackwell.
- Kayeke, S. Y. (2008) *Principles of Agricultural Technological Dissemination: MATI- Uyole Mbeya*.
- Kessy F et al (2013) *Translating Growth into poverty reduction Beyond the numbers*; DSM: Mkuki na Nyota Publisher.
- Kimaro, H., Mukandiwa, L., and Mario, E. Z. J. (2010). *Towards Improving Agricultural Extension Service Delivery in the SADC Region*. In "Workshop on Information Sharing among Extension Workers in the SADC Region", Dar es Salaam Tanzania.
- Kosteas, V. (2011). Job Satisfaction and Promotions .*The Journal of Human Resources* , Vol. 36(1-30).
- Kothari, C.R. (2003) *Research Methodology*: London: Sage Publication.
- Kothari, C.R (2004) *Research Methodology: Methods and Techniques* (2nd ed). New Delhi: New age International.
- Krayer, K. J. & Westbrook, L. (1986). *The relationship between communication load and job satisfaction*. World Communication.
- Kumar, A.(2002) *Research Methodology in Social Sciences* . New Delhi. Sarup and Sons Publications.
- La Motta, T. (1995). *Recognition: The quality way*. New York: Quality Resources
- Locke, E. A (1976). 'The nature and causes of job satisfaction' in Dunette, M D. (ed)Handbook of Industrial and organisation psychology. Chicago: RanMcNally
- Lufunyo, H (2013) *Impact of Public Sector Reforms on Service Delivery in Tanzania*.
- Luthans, F. (2002) *Organizational Behaviour*. 9th edition. New York: McGraw-Hill

- Lyimo G.E (2014). Analysis of teachers' low payments in Tanzania: A Case study of Public secondary schools in Moshi Rural District, Tanzania. Retrieved on 31st October from the World Wide Web: <http://www.ijern.com/journal/February-2014/39.pdf>
- Malhotra, N, et al (2007) *International Journal of Human Resource Management: Linking rewards to commitment* Vol. 18, No. 12 pp. 2095.
- Mashindo O., Kayunza K. and Maro F (2010) *Agricultural Growth, markets and poverty reduction in Tanzania*; Manchester poverty research centre publisher.
- MATI (2012). Training Institutions. Vol. 2012.
- Mbwambo, H. A, Barongo, F.M, and Ngenda, M.M, (2011) *Research Methodology, Simplified Guide for Students in Social Science*: Mzumbe Book Project, Morogoro
- Moore K, Cruickshank M, and Haas M. (2006). *Job satisfaction in occupational therapy: A qualitative investigation in urban Australia. Aust Occup Ther J*, 53(1):18–26.
- Msabila, D.T & Nalaila G.S (2013) *Research Proposal and Dissertation Writing: Principles and Practice*. Dar es Salaam: Nyambari Nyangwine Publishers.
- Mullins, L.J (2002) *Management and Organizational Behaviour*. 6th edition. London: Prentice-Hall.
- Mustapha, N. and Zakaria, Z. (2013). *The Effects of Promotion Opportunity in Influencing Job Satisfaction among Academics in Higher Public Institutions in Malaysia*. International Journal of Academic Research in Business and Social Sciences, Vol. 3 (20-26).
- Nachmias David Nachmias, (2008): *Research Methods in the Social Sciences*; 5th edition. Hodder Education, part of Hachette Livre UK. Replika Press Pvt. Ltd-India

- Ndunguru, P. C (2007) *Research Methodology for Social Sciences*. Mzumbe- Morogoro. Research Information and Publication Department.
- NRI (2011). "*Natural Resources Institute: Agricultural Extension, Advisory Services and Innovation*," University of Greenwich, England.
- Omari, I.M. (2011). *Concepts and Methods in Educational Research*. Dar es Salaam Oxford University Press (T) Ltd.
- Onu M.O, Madukwe M.C and Agwu E.A (2005) *Factors affecting job satisfaction of front-line extension workers; Agricultural development programme, Engunnu Nigeria*, *Agro-Science* Vol.4(1) 2005: pp. 19-22, from the world wide web. <http://www.ajol.info/index.php/as/article/view/1532>, retrieved on 10th January, 2015
- Orodho, A. J. (2004). *Techniques of writing research proposals and reports in education and social sciences*. Nairobi: Masola Publiishers
- Prince, T. (2005). *Research Methods in Sociology*. New York: New York Philosophical Library.
- Robbins, S.P. (2003) *Organizational Behaviour*.10th edition. New Jersey Prentice Hall.
- Robbins, S.P. (2005). *Essentials of organisational behaviour* (8th ed.). New Jersey : Prentice Hall.
- Resnik, J.D. (2010). *What is ethic in Research and Why it is Important?* 2-3 Retrieved, on 17 October, 2011
fro<http://www.niehs.nih.gov/research/resources/biotechnics/wha4s.cfm>
- Rudman, R. (2003). *Performance planning & review: 2nd edition*. Sydney, Australia: Allen and Unwin Academic.
- Rutatora D.F., and Mattee A.Z. (2000) *Assessment of Performance of Past and Current Agriculture Extension Providers in Tanzania*. Africa study Monographs.

- Sadegh and Eftekhari (2013) *Relationship between Job Satisfaction and Organisation Commitment of Agriculture Extension Experts*. Islamic Azad University; India.
- Seashore, S.E (1975) *Defining and Measuring the Quality of working life*, In Davis, L. E and Cherns, A.B (eds) *The quality of working life. Volume 1: Problems, Prospects and the state of the art*. New York: The Free Press.
- Schultz, D.P, Schultz S. E. (2010). *Psychology and Work today: An introduction to industrial and organisational psychology*. 10 th edition.
- Seashore, S.E and Taber, T.D (1975) *Job Satisfaction Indicators and their Correlates*; University of Michigan.
- Soberman G.et al (2005) A controlled study of eye movement desensitisation and reprocessing (EMDR) for boys with conduct problems. *Journal of Aggression, Maltreatment and Trauma*; 6: 217-236.
- Spector, P. E. (1985). *Measurement of human service staff satisfaction: Development of the Job Satisfaction Survey*. *American Journal of Community Psychology*, 13, 693-713.
- Spector, P.E (1997). *Job Satisfaction: Application, assessment, causes and consequences*. Thousand Oaks, CA. SAGE.
- Tanzania, (2010). *Public Service Pay and Incentive Policy*
- Togia, A., Koustelios, A. and Tsigilis, N. (2004), "*Job satisfaction among Greek academic librarians*", *Library & Information Science Research*, Vol. 26, pp. 373-83.
- URT (1996). "*The Tanzania Development Vision 2025*," Dar es Salaam.
- URT (2005). "*National Strategy for Growth and Reduction of Poverty (NSGRP)*," Dar es Salaam.
- URT (2006). "*National Sample Census of agriculture 2002/2003:Small holder agriculture Crop Sector*."

- URT, MAC (1999): *Public Expenditure Review* (financial year 1999/2000) for the Agricultural Sector.
- URT, MAFC (2013): *National Agricultural Policy*; Dar es Salaam.
- Vroom, V. (1964). *Work and Motivation*. New York: John Wiley & Sons.
- Wanjohi et al (2011). *The role of pension schemes on motivation of employees in Tusksys supermarkets*. Prime Journal of Business Administration and Management, Volume 1 (295-302).
- Weiss H.M. (1999). *An examination of the joint effects of affective experiences and Job Beliefs on Job satisfaction and Variations in Affective Experiences over Time*. Organ Behav Hum Decis Process, 78(1):1-24.
- Weiss, H.M & Cropanzano, R (1996). *Affective events theory: a theoretical discussion of structure, causes, and consequences of affective experiences at work*. Research in Organisational Behaviour 8: 1-74
- Wright, T.A & Cropanzano, R (2000). *Psychological well-being and job satisfaction as Predictors of job performance*. Journal of occupational Health Psychology. 5(1) 84-94
- Yang F.H. and Chang, C.C. (2008). *Emotional labour job satisfaction and organizational commitment amongst clinical Nurses: a questionnaire survey*, 45(6):879-87.
- Yin, R. K. (2003) *Case study research design and methods*, 3rd ed. Newbury Park: Sage Publications.
- Othman, H. and Liviga, A. (2012) *Local Governance and Poverty Reduction, Tanzania Country Paper for AGFV, Tanzania*

APPENDICES

Appendix 1

Questionnaire for agriculture extension officers in Wanging'ombe district

I am a student at Mzumbe University pursuing MSc. Human Resource Management.

I am doing research study as a compulsory part of my programme. The purpose of the research is to examine job satisfaction of agriculture extension officers. Thus, I would be very grateful if you would spare some few minutes to fill in this questionnaire. The information that you give will be treated confidential and your identity will not be exposed.

Preliminary Questions

(i) What is your Name (Not necessary)?

(ii) What is your Sex? (Tick) Female () Male ()

(iii). What is your educational level? (Tick)

Below Std 7 () Std 7 () Form 4 () Form 6 () Diploma () Bachelor Degree ()
Masters ()

(iv). What is your designation?.....

(v). How old are you? (Tick)

21- 30 () 31- 40 () 41- 50 ()

Below are statements that may describe or may not describe the job satisfaction of the Agriculture extension Officers. Please circle the Number inside the box next to each statement to indicate the extent to which you agree or disagree with that statement.

		Strongly Agree	Agree	Disagree	Strongly Disagree
1	Are policies and practices to reward of extension agricultural officers existing?	1	2	3	4
2	My salary satisfies me with basic needs	1	2	3	4
3	I deserve the salary I earn	1	2	3	4
4	I get my salary on time	1	2	3	4
5	I am rewarded when my job performance contributes to the organization success	1	2	3	4
6	My supervisor shows appreciation for the work that I do	1	2	3	4
7	I am satisfied with the working environment	1	2	3	4
8	Job description for my position corresponds with the duties assigned to me in my employment contract	1	2	3	4
9		Strongly Agree	Agree	Disagree	Strongly Disagree
	I am satisfied with agriculture extension officer' job description	1	2	3	4
9	I have found meaningful career	1	2	3	4
10	The work I do has great respect in my society	1	2	3	4
11	My job is secured as long as I perform well my duties as agriculture extension officer	1	2	3	4

12	I am satisfied with leadership style of my supervisor	1	2	3	4
13	I am provided opportunities for job training and development.	1	2	3	4
14	I have been promoted from one rank to another in agriculture sector	1	2	3	4
15	I intend to continue my employment in agriculture sector until my retirement	1	2	3	4
16	Ministry of Agriculture and cooperatives cares agriculture extension officers	1	2	3	4

Thank you very much for your Cooperation.

APPENDIX II:

Interview guides

1. What position do you hold in WDC?

.....

2. For how long have you been in service?

.....

3. What policies and practices for the reward of agricultural extension officers in WDC?

.....
.....
.....
.....
.....

4. Do these policies and practices bring job satisfaction to agricultural extension officers in WDC?

5. Do you think salary, promotion and remuneration affect job satisfaction of agricultural extension officers in WDC? Why?.....

6. How reward system and job design can affect the job satisfaction of agricultural extension officers in WDC?.....

7. Does the environment have impact on job satisfaction to agricultural extension officers in WDC? How?.....

THANK YOU FOR YOUR TIME AND COMMITMENT