

**THE IMPACT OF JOB SATISFACTION ON ORGANIZATIONAL
PERFORMANCE IN TANZANIA'S LOCAL GOVERNMENT
AUTHORITIES:
A CASE OF KINONDONI MUNICIPAL COUNCIL**

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**A Dissertation Submitted in Partial/Fulfilment of the Requirements for Award
of the Degree of Master of Public Administration (MPA) of
Mzumbe University.**

2019

CERTIFICATION

We, the undersigned, certify that we have read and hereby recommend for acceptance by the Mzumbe University, a Research Work entitled *The Impact of Job Satisfaction on Organizational Performance in Tanzania's Local Government Authorities: A Case of Kinondoni Municipal Council* for the partial/fulfilment of the Requirements for the Award of the Degree of Master of Public Administration (MPA) of Mzumbe University.

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DEDICATION

I dedicate this research work to my beloved daughter and my parents for their encouragement throughout my studies.

LIST OF ABBREVIATION

HR	-	Human Resource
HRM	-	Human Resource Management
SPSS	-	Statistical Package for Social Sciences
KMC	-	Kinondoni Municipal Council

ABSTRACT

This study is on the impact of job satisfaction on performance of organization in Local Government in Tanzania with specific reference to Kinondoni Municipality. It was led by three study hypotheses which were employees' commitment, employees' involvement and employees' productivity which were tested on organization performance. It was performed with the usage of explanatory study design with the data being gathered by causal relationship approach. The data to fill the gap of the study was generation of selected case study whereas 50 respondents were used to gather information from structured questionnaires.

The data collected from the field were filled in the SPSS data sheet to produce relevant statistical measurements to show the study results. In that case, descriptive statistics were first produced from the data sheet specifically percentages and the frequency distribution tables to describe the profile of the respondents; as well as the description of the each study objectives. In addition to that, correlation and multiple regression analysis were also used to describe the relationship between study variables to fill the knowledge gap of the study.

Findings of the study showed that all three independent variables which are employees commitment, employees involvement and employees productivity are positive and statistically significant on the dependent variable such that $p < 0.05$. This implies that organization performance in local government authorities (LGAs) through job satisfaction is influenced by employees commitment, employees involvement and employees productivity in Tanzanian environment in public organizations. The study gives recommendation on importance and necessity for the government to make sure that it provides the means necessary to ensure job satisfaction among public servants.

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CHAPTER ONE

INTRODUCTION AND PROBLEM SETTING

1.0 Introduction

This chapter presents the overview of the study on the impact of job satisfaction on organization performance in Tanzania's Local Government Authorities using Kinondoni Municipal Council as a cases study. The study overview is well explained using several sections including background of the study, research problem, research questions, general objective, specific objectives, justification of the research, limitation of the study, delimitation of the study, organization of the report and summary of the chapter.

1.1 Background of the Problem

One of the most key determinants and leading factors that determine the success of an organization in a competitive environment is its employees. This is more demanding for the service organizations, which heavily rely on the behavior of employees to provide friendly services and satisfactorily to the customers (Simon & Malik Salameh 2009). Job satisfaction is most important for the performance of any organization. This is certainly since for employees to be well appreciative and willing to perform in a manner that ensures organization prosperity in the market and the industry; the employees must be positive with the organization as being satisfied (Moradi, Almutairi, Idrus, & Emami, 2011; Robbins, 2003).

This is the fact since one may be willing to give the best as the employee in an organization provided that is satisfied with the work which is performing in long term basis. Once it is difficult to facilitate employees to be positive and satisfied with the organization automatically performance is likely to be affected. Silvester (2005) provides that satisfaction of the employees at work place is useful in facilitating organization gain which is essential in fostering growth and development of the entity (Sohail *et al*, 2012).

It is therefore the task for the managerial of Kinondoni Municipal to figure out any changes in the education sector and update to their employees so as to keep familiar with them. With that, employee job satisfaction is something which devoted to be achieved by them management of the entities to assure the fact that employees are well enthusiastic with the job since has direct impact on performance (Thompson &Phua, 2012). This is evident with several motivation measures which have been employed by various organizations such as rewards, recognitions, bonuses and several others specifically to influence employees' job satisfaction for that matter (Latham &Budworth, 2007).

Tanzania in particular, there are several organizations both public and private with goals, objectives to be achieved and targets to be attained (Skinner, 2005). With that, it is the desire of the entities in the area to ensure that employees are well satisfied with the job they perform for performance results being generated for that matter (Ryan & Deci, 2000). However, this has been a challenge in public organizations because the pattern of operation is top down that the government gives directives which must be applied uniformly to all entities (Harper, 2014). This in turn has been undermining efficiency, creativity, innovation and personal eager and desire to work and deliver (Heale& Wong, 2010). This has been and still is a problem since has been difficult to attain employee job satisfaction since the works and duties have been more of a routine based tasks with less room for extra initiatives. Moreover, on motivation packages since the size of the sector is massive and large motivation packages have been far from reality in most government entities whereas employees in most cases rely on their salaries and allowances where necessary (Harper, 2014).

This stimulates the requirement to conduct the study since various studies have been undertaken in employee job satisfaction in Tanzania such that Elinaza (2016) assessed the effect of employees' job satisfaction on the performance of commercial banks in Tanzania. Additionally, Sotunde (2012) assessed the effect of employees' job satisfaction on the performance in telecommunication entities in Tanzania. Since that is the case, several studies have been undertaken on employees' job satisfaction

on the performance of the organizations in private sectors with little being conducted in public sectors which is a gap that has been addressed in this study.

Regardless of that, indeed employees' job satisfaction constitutes outcomes on performance of the organization whereas Thompson and Phua (2012) suggests that the practice assures employees commitment to the organization which is a useful remedy on performance of the organization. Despite that, employees' job satisfaction ensures employees involvement in the organization which is essential on performance; and finally, the practice fosters employee(s) productivity which congregates performance. Therefore, the study was set out to investigate the impact of employees' job satisfaction on the performance of the organization.

1.2 Statement of the Problem

Employees' job satisfaction is an issue of concern in Tanzania public entities since they are rigid and inflexible as well as complex entities in most cases with top down approach as the management formality and structure (Harper, 2014). Employees' job satisfaction has been and still is far from being realized because the tasks and operations become routine based with limited motivation packages influencing performance in the organizations (Heale & Wong, 2010). This brings the need to undertake the study since few studies have been undertaken on employees' job performance in Tanzania.

This is evident with Elinaza (2016) waged an inquiry on assessing the effect of employees job satisfaction on the performance of the commercial banks in Tanzania. Also, Sotunde (2012) assessed the impacts of employees' job satisfaction on the performance of telecommunication entities in Tanzania. Though limited studies have been carried out on employees' job satisfaction in private sector organizations with little or less being performed in public sector organizations especially local government authorities which are a gap to be filled with knowledge generated by this study. Therefore, the study will be able to answer the main question what is the impact of employees' job satisfaction on the performance of Tanzania's Local Government Authorities.

1.3 Research Objectives

1.3.1 General objective

- i. The general objective of the study was to assess the impact of job satisfaction on organization performance in Tanzania's Local Government Authorities using KMC as a case study.

1.3.2 Specific Objectives

- i. To determine the extent to which employees commitment influence organization performance.
- ii. To examine the extent to which employees involvement influence organization performance.
- iii. To evaluate the extent to which employees productivity influence organization performance.

1.4 Research Questions

This study was guided by the following research questions;

1.4.1 General Question

- i. What is the impact of job satisfaction on organization performance in Tanzania?

1.4.2 Research Questions

- i. To what extent does employees' commitment influence organization performance?
- ii. To what extent does employees' productivity influence organization performance?
- iii. To what extent does employee involvement influence organization performance?

1.5 Significance of the Study

This study is highly important to the public sector/entities in particular management of Kinondoni Municipal Council as they may be aware on how job satisfaction lead to organizational performance. Through the findings of this study, public sector is able to create an environment which foster and promote employee satisfaction with his/her job hence leading to organizational performance.

1.6 Scope of the Study

This study was confined within parameters of human resources management specifically on employees' job satisfaction on the performance of the organization in Tanzania public sector, and specifically local government authorities. The knowledge which was generated specifically seeks to fill the gap in the established parameters the study is confined within. The geographical scope of this study was at Kinondoni Municipal Council in particular Department of Human Resources and Personnel where data was gathered from ordinary employees and the management team.

1.7 Limitations of the Study

The study is mostly faced with main challenge of time whereas the allocated time for the accomplishment of the requirements is limited with several expectations to be realized for that matter. This is a shortcoming because it has been difficult to comply with the timing since a lot has to be done though all requirements were met within time range.

1.8 Organization of the Study

The study was structured in five chapters. The first chapter describe the general picture of the entire study describing the whole introductory part of the study and the study gap. The literature review is further provided in chapter two of this report. Also the section covers the theories and the empirical studies; with conceptual framework describing the study variables. Chapter three provides the methodologies of the study. The next section, delineates the results and discussion. The last chapter presents the summary, conclusion and recommendations.

1.9 Summary

The chapter has presented in detail the background to the research problem to be researched. Detailed discussion of the problem is presented. Likewise general and specific objectives of the study were also illustrated in this section. The study question that has been used during research process is presented. Imperatively, the scope of the research and organization of the research is presented in this chapter.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This section gives the description of numerous literatures reviewed concerning the topic under the study. Likewise, theories and empirical findings indicating what other researcher did was also examined. Since that is the case, it further explains the conceptual framework as the model showing the study variables and the pattern of influence for that matter. The chapter consists the following.

2.2 Conceptualization of Key Terms

2.2.1 Job Satisfaction

Job satisfaction is the most researched job attitude in the organization sciences and it is a focal point of numerous theories and models of employee behaviour and attitudes (Judge and Klinger, 2009). According to Azeem and Akhtar (2014), job satisfaction is a pleasing positive affective state which arise from the evaluation of one`s job or job experience. Azadeh&Ahranjani (2014) state that what makes a job pleasing does not rely only on the environment of the job, but also on the demands of the individual.

Furthermore, Azeem and Akhtar (2014) affirm that job satisfaction is an emotion resulting from an individual`s degree of perception about the fulfilment of his or her needs. Mahmood and Amiresmaili (2013) postulate that job satisfaction is a complicated notion which involves workers` feelings about numerous elements inside and outside the job. Moreover, employee perceptions and attitudes to their jobs play a major role in their performance. Zhang, Diaz, Tang and Tang (2013) highlight that job satisfaction entails judgments and attitudes towards several features such as work, rewards, promotional opportunities, supervision, job security and relationships with co-workers.

Moreover, Stella (2007) states that the availability of power, status and task clarity has an influence on job satisfaction. Ozturk, et al (2014) asserts that job description and job design are the determinants of job satisfaction. In addition, Gunlu, et al (2009) state that there are three employee attitudes to job satisfaction, namely intrinsic, extrinsic and general reinforcement factors. When these are summed up, the general job satisfaction construct is formed. According to Dinoka, et al (2014), extrinsic factors such as company policies, administration, working conditions and employee relations are dissatisfiers and intrinsic factors which include achievement, recognition; the work itself and responsibility are satisfiers.

2.2.2 Organization Performance

Performance is the practices and behaviours that are useful in fulfilling the objectives established by the organization and depend on the employee (Bashur et al., 2007). Thus, we can say that the organizational performance is the sum of the individual performances of the employees within the organization. Therefore, employee performance is expressed by primary duty behavior, citizenship behavior and anti-productivity behaviors (Ng and Feldman, 2009). The primary duty performance includes behaviors that occur to fulfill the related activities of the management functions that contribute to the technical competence of the organization while expressing the basic essential tasks required for a particular task (Borman and Motowidlo, 1997).

Citizenship performance includes extra behaviors on the main task requirements that the organization effectiveness is actively encouraged and reinforced by employees (Hunt, 1996; Organ, 1988). Citizenship performance is also referred to as contextual performance and includes a positive behavior that enables the employee to other people with whom they work (Pawar, 2013; Aktas and Simsek, 2013). Anti-productivity behaviors are also referred to as inefficient performance and represent voluntary behaviours that damage the welfare of the organization (Bennett and Robinson, 2000).

2.3 Job Satisfaction

This is the scenario and practice at work whereas an employee or employees in an organization are pleased with the situation and the entire working environment on their own without being pushed and forced in any way (Spector, 1997). This is facilitated by various means and ways in an organization such that motivation can be one of them whereas the management of the entity employs various measures to attract employees on the job (Locke, 1976). This has been producing positive results because the means used by the organizations to motivate employees some get to be moved such that satisfaction is attained.

This is evident with several initiatives such as financial and non-financial that some employees are influenced whereas satisfaction is positively realized (Spector, 1997). A good example is the meal and transport services provided by some organizations to the employees that some employees the fact that transportation and at least two meals are covered by the organization and the burden of such costs is relieved from the employee some are influenced get to be satisfied on the jobs they perform.

In that note, motivation has been one of the element which has been and still is employed by the organization to influence satisfaction of the employees prior to their job undertakings and commencements (Hulin & Judge, 2003). This is certain because it is the mechanism which seeks to facilitate reciprocal relationship at work between the employer and the employee whereas performance of the employees is the issue which is targeted to be achieved as the end result with satisfaction being considered as path towards achieving the goal.

Besides the organization concerns, on the employees motivation once well suits an employee or employees has been a remedy towards influencing satisfaction because that which motivates employee(s) usually fosters commitment and involvement in an organization which automatically fosters performance (Thompson &Phua, 2012). With that, motivation is usually performed and invested by an organization to assure that means necessary to facilitate and connect employees to the realization of the goals and objectives of the organization.

Apart from motivation, satisfaction of the employees in an organization on the other hand depends with the nature of the management especially the owner or the leader on the pattern of work relations in an organization (Moorman, 1993). This is because as the working relations tend to be attractive and based on the principles of justice which satisfies employees as members of the organization usually satisfaction is easily attained in such settings. This has been proved in various organization settings in different parts of the world with some individuals being accredited for good leadership as a result of the working relations pattern (Moorman, 1993).

This is evident with Sir Donald Cameroun who was the second Governor of the Tanganyika Protectorate under British supervision of the country on its preparation to the self-rule. Sir Donald Cameroun was so loved and appreciated by the local people and chiefs such that when riots and violence occurred in Nigeria which was the British colony; Cameroun was requested to take over from the previous Governor who was seen to have failed to manage the area which was considered as an organization during the colonial period.

In addition to that, the company owned by Warren Buffet who is one of the leading investor and business man in United States in the late 1990s the company experienced major setback and economic problems which forced to reduce employees (Staw& Cohen-Karash, 2005). However, to the surprise employees went to the Buffet and volunteered their salaries to be cut-off by 50% from the top to the lower management levels. The decision has been attributed by the fact that Warren Buffet has been and still is close to all his employees.

This is due to the fact that Warren Buffet has been visiting all employees personally to their families and homes in celebrations and problems regardless of the wealth and status in the society to the extent that employees feel that they are part and parcel of his family (Judge *et al*, 2002). This has automatically influence satisfaction among them in the organization such that they have been well committed and involved with the organization because of that with assurance on productivity pattern fostering performance.

For that reason, it is certain and vivid that satisfaction of the employees at work place is highly useful in facilitating the realization of the organization goals because automatically employees may be willing to ensure that the organization strives to attain performance and growth (Fisher, 2000). This is important because they become part and parcel of the entity such that as individuals it is within their interest to see the organization prospers and achieves a great degree of success for that matter.

This has influenced several management in various organizations to design measures as policies which are practiced to ensure that they facilitate employees to be well connected to the organization for performance to be realized and attained (Holmberg, 2016). Organizations which have invested well in such motivation which are considered by various scholars as motivational schemes and packages; have achieved a great degree of success in their turnover rates, income generation, profitability and several other measures (Holmberg, 2017).

2.4 Organization Performance

Organization performance entails the increase of productivity of an individual employees and organization at large. This is determined by performance improvement, increase of productivity, efficiency and effectiveness (Pink, 2013). The improvement of organizational performance and individual productivity is vital for the success of an organization. It should be noted that poor performance of an organization automatically will result to the failure of the organization as well.

The critical aim of improving job satisfaction is to enhance efficiency , effectiveness and performance of the employees and the entire institutions. Execution improvement can happen at various dimensions: an individual entertainer, a group, an authoritative unit, or the association itself. The United States Coast Guard has distributed the Performance Improvement Guide (PIG) which depicts different procedures and devices for execution the board at the individual and hierarchical dimensions.

There are two principle approaches to advance execution: improving the deliberate characteristic by utilizing the exhibition stage all the more adequately, or by

improving the deliberate trait by adjusting the presentation stage, which thusly permits a given dimension of utilization to be increasingly viable in creating the ideal yield (Ould, 2005). For example, in a few games, for example, tennis and golf, there have been innovative enhancements in the devices utilized in these games.

The upgraded mechanical assembly thusly enables players to accomplish well execution with no improvement in aptitude by buying new hardware. The device, the golf club and golf ball or the tennis racket, furnish the player with a higher hypothetical presentation limit. Execution is a proportion of the outcomes accomplished. Execution productivity is the proportion between exertion consumed and results accomplished. The contrast between current execution and the hypothetical execution cutoff is the exhibition improvement zone (Hammer and Champy, 2011).

Another approach considers the improvement of the organizational performance as the key indicators for the survival of the organization. It is argued that organizational asset and input are valued in the achievement and attainment of the organizational goal accordingly. Likewise, it was evaluated procedure productivity; this is approximated based on input used and output obtained.

Execution is a unique idea and must be spoken to by concrete, quantifiable marvels or occasions to be estimated. Baseball competitor execution is conceptual covering various kinds of exercises (Pink, 2013). Batting normal is a solid proportion of a specific execution quality for a specific game job, batting, for the sport of baseball.

The presentation stage is the foundation or gadgets utilized in the exhibition demonstration. In the investigation of intrinsic human needs, prestigious clinician Abraham Maslow in his idea of a chain of importance of necessities recognized regard and social satisfaction, earned by acknowledgment by family and companions, as a fundamental human need, and hence ready to be attached to organize projects that expansion execution (Foley, 2013). Abraham Maslow, on "Third Force" brain

research, consolidates parts of conduct, psychological, and passionate brain research, and records for the effect of culture and society on conduct.

In business, human execution in deals, activities and worker commitment can be improved through mentally remunerating encounters (Pink, 2013). Counting rewards in a presentation advancement arrangement is a demonstrated technique drawing in workers and adjust them to the organization's objectives. Grants may be money or not. Both animate human conduct. The expansion of non-money grants to the all-out remunerations bundle makes an exceptional way of opening the exhibition capability of individuals since it isolates a reward from being utilized as saw as standard payment.

Non-money grants get through the messiness to rouse higher accomplishment of and drive more noteworthy quantifiable profits. Money as a reward can likewise be spent on everyday things like nourishment or gas and does not make the expanded mental reward of accomplishing uncommon things, or focuses to procure things (Ould, 2005). By interfacing with all dimensions of the association, a total prizes bundle can intensify execution over the association and bring individual objectives into arrangement with authoritative objectives. Reward projects enhance advancement in deals and activities may be viably paid for from the expansion in income or benefits that stream from the program, and without spending to remunerate for your present dimensions.

It is generously proved that money related prizes may not be successful outside the setting of very repetition work. Now and again, money related motivator plans may diminish representative confidence, as in Microsoft's stack-positioning framework, where the absolute reward sum is fixed and workers are evaluated on a falsely fitted circulation (Pink, 2013). These further associates with business execution the board since it works inside the domain of the association connoting execution besides.

Business the board execution in an association infers set of execution the board and investigative means of empowering the management of the organization for the sake

of accomplishing the objectives of the organization (Dimon, 2013). Equivalent words for business execution the board incorporate corporate execution the board (CPM) and venture execution the board. Gartner has authoritatively resigned the idea of corporate execution the board (CPM) and renamed into money related arranging and examination; just as budgetary near reflect two critical patterns expanded spotlight on arranging, and the rise of another classification of arrangements supporting the administration of the monetary close.

The implementation of organization mission and plan is guaranteed internally in the organization itself. It is the undeniable fact that the primary functions of the management enhance company processes necessary for meeting the choice of the institutions (Dresner, 2007). Therefore, the execution of strategic mission and vision of the organization is essential for enhancing job satisfaction of all employees and the organization.

Since management of an organization execute the entire organization strategic plan, the exercise of implementing their duly functions are regularly connected to the existing environment. This connection is purposely intended to increase the accumulation of the organizational capital and individual performance (Dresner, 2009). Therefore, it is said that, the exercise of the executives objective is obviously not carried out as planned the condition which results to the failure of the organization at all.

This enthusiasm for business execution the board from the product network is deals driven. The greatest development zone in operating BI investigation is in the zone of business execution the executives. Since 1992, business execution the board has been firmly affected by the ascent of the decent scorecard system (Cokins, 2009). It is normal for chiefs to utilize the decent scorecard system to explain the objectives of an association, to recognize how to follow them, and to structure the components by which intercessions will be activated. These means are equivalent to which are found in BPM and therefore adjusted scorecard is frequently utilized as the reason for business execution the executives' action with associations.

Previously, proprietors have looked to drive system down and over their associations, change these techniques into noteworthy measurements, and use investigation to uncover the circumstances and logical results connections that, whenever comprehended, could give knowledge into basic leadership (Paladino, 2007). Reference to non-business execution the board happens in Sun Tzu's *The Art of War*. Sun Tzu claims that to prevail in war, one ought to have full information of one's own qualities and shortcomings just as those of one's foes. Absence of either set of learning may lead tragically. Equals among the difficulties in business and those of war incorporate gathering information both inward and outside, recognizing examples and importance in the information, and reacting to the resultant data.

Preceding the beginning of the Information Age in the late twentieth century, organizations now and again went out of the way to arduously gather information from non-mechanized sources. As they needed registering assets to appropriately break down the information, they regularly settled on business choices principally based on instinct (Wade and Recardo, 2001). As organizations began robotizing an ever increasing number of frameworks, an ever increasing number of information ended up accessible. Be that as it may, accumulation regularly remained a test because of an absence of foundation for information trade or because of contradictions between frameworks. Reports on the information accumulated at times took a long time to produce. Such reports permitted educated long haul key basic leadership. Be that as it may, momentary strategic basic leadership frequently kept on depending on instinct.

In 1989 Howard Dresner, an exploration expert at Gartner, advanced business insight (BI) as peculiar term depicting plenty ideas and strategies to advance business basic leadership by utilizing certainty rely emotionally supportive networks (Dimon, 2013). Execution the executives expands on an establishment of BI, yet weds it to the arranging and-control cycle of the venture with big business arranging, union, and demonstrating abilities. Expanding measures, mechanization, and advances have prompted tremendous measures of information getting to be accessible.

Information stockroom innovations have enabled the structure of archives to store this information. Improved ETL and endeavor application joining instruments have expanded the opportune gathering of information. OLAP revealing advancements have permitted quicker age of new reports which break down the information (Coveney, 2010). Starting at 2010, business insight has turned into the craft of sieving through a lot of information, extricating valuable data and transforming that data into noteworthy learning.

Business execution the board comprises of a lot of the board and expository procedures, upheld by invention, raising the institutions in-term of its key features oversee and hence rate the implementation of the organization objectives in relation to the objectives (Paladino, 2007). Center business execution the board procedures involve budget arrangement, operational arranging, business demonstrating, union and detailing, investigation, and observing of key execution pointers attached to system. Business execution the executives involve the accumulation of organizational data from various sources, inquiring, and assessing the information, and keeping the results into training.

Different structures for executing business execution the board exist. The control gives organizations a top-down system by which to adjust arranging and execution, technique and strategies, and specialty unit and undertaking goals (Paladino, 2007). Responses may incorporate the Six Sigma procedure, adjusted scorecard, movement based costing (ABC), Objectives and Key Results (OKR), Total Quality Management, monetary worth include, coordinated vital estimation and Theory of Constraints. Business execution the board incorporates the organization's procedures with client relationship the executives (CRM) or ERP. Organizations ought to turn out to be better ready to measure consumer loyalty, control client patterns and impact investor esteem.

Business execution the executives in an association is encouraged by business process the executives which is the activities the executives wherein individuals utilize different strategies to find, model, examine, measure, improve, upgrade, and robotize

business forms (Weske, 2012). BPM centres on improving corporate execution by overseeing business forms. Any mix of strategies used to deal with an organization's business procedures is BPM. Procedures can be organized and repeatable or unstructured and variable. In spite of the fact that not required, empowering advancements are regularly utilized with BPM (Smith and Fingar, 2003).

It tends to be separated from program the board in that program the board is worried about dealing with a gathering of between ward ventures. From another perspective, process the executives incorporate program the board. In task the board, process the board is the utilization of a repeatable procedure to improve the result of the undertaking (Markus, 2010). Notable qualifications among procedure, the executives and undertaking the board are repeatability and consistency. On the off chance that the structure and arrangement of work is special, at that point it is a task. In business process the executives, a grouping of work can differ from example to case: there are passages, conditions; business rules and so forth. The key is consistency: regardless of what number of intersections, we know every one of them ahead of time, and we comprehend the conditions for the procedure to take some course (Smith and Fingar, 2003). On the off chance that this condition is met, we are managing a procedure.

2.3 Theoretical Literature Review

2.3.1 Job Satisfaction Theories

Job Satisfaction Theory is among of the theories explaining the relationship existing between job satisfaction and organizational performance According to Ciarniene, et al (2010), there are plenty of theories explaining job satisfaction that are grouped either as process or content theories. Process theories give explanation on how needs and goals are satisfied and accepted cognitively and they include the Equity Theory; Vroom`s Expectancy Theory, Job Characteristic Model; Goal-Setting Theory; and Lawler`s Expectancy Model. On the other hand, the content theories are based on delineating the organizational wants and objectives. These needs are delineated based on the organizational priority as well as individual inspiration in the organization for improving the job satisfaction. Well documented content theories of job satisfaction are Maslow`s Hierarchy of Needs; Herzberg`s Two Factor Theory; Theory X and Y and Achievement Theory (Saif, et al., 2012). Dugguh and Dennis (2014) postulate that Herzberg`s Two Factor.

Theory focuses on the outcomes of job satisfaction and job dissatisfaction. Moreover, the theory highlights that specific features of a job cause job satisfaction and

motivation but certain variables also cause job dissatisfaction. Herzberg's theory highlights the importance of the job environment as the primary determinant of employee satisfaction (Ciarniene, et al., 2010). Furthermore, Modrak, et al (2011) state that the Equity Theory shows how an individual perceives fairness in relation to social relationships. When an individual perceives the relationship to be fair, he or she will be satisfied. However, if the relationship is perceived as not fair then the individual will be dissatisfied.

2.3.1 Content Theories

Maslow (1954) and Herzberg (1966) are the two substance scholars who expressed that when necessities are satisfied they lead to generally speaking employment fulfillment (Locke, 1976). According to Locke, content scholars said that genuine activity fulfilment could be acquired by giving individual adequate duty to give them a chance to grow mentally. On the off chance that representatives are allowed this chance to develop rationally, along these lines work fulfillment is the lovely passionate state after one's work understanding. A person's needs can be satisfied by the work itself (Herzberg) and the earth (Maslow).The theory match well with the study since it asserts that as the needs are satisfied on employees in the job settings automatically satisfaction on job is attained. This is the reality since employees as they are hired they all have needs whereas as they are positively responded within the organization settings automatically they tend to influence commitment of employees, involvement which leads to productivity.

2.3.1.1 Maslow Hierarchy of Needs

The theory is based on Maslow reports that activity condition has a various leveled need which starts with the individual needs met by the activity and afterward further higher complex needs should be met. Abdullah (2002) claims that Maslow's order of necessities is sorted into five dimensions: The principal level is about the fulfillment of mental needs, which impact decidedly the laborer's ability (Edwards, 1993 refered to in Arnolds and Boshoff, 2001). Today, mental requirements are fulfilled through month to month reasonable pay rates.

These necessities are met if the specialist has great working conditions, alluring pay rates; finance lodging and free dinners at work spot (Huczynski and Buchanan, 1991). Level two is contained the wellbeing needs of the representative. At this dimension, the business must make accessible to the specialist a safe working air (Abdullah, 2002). Wellbeing for the worker infers employer stability and incidental advantages, which will improve his activity execution (Smith and Tisak, 1993 referred to in Arnolds & Boshoff, 2001).

Level three is about the worker's social needs, concentrating on the expert association with partners and bosses (Abdullah, 2002). Representatives need to have a place with social gathering to beat forlornness. This dimension of need is accomplished through regular contacts with individuals. At this stage, laborers' social help is essential to improve their work aptitudes. Level four portrays regard needs which are named interior and outer. Interior needs are identified with confidence, similar to accomplishment, capacity and certainty to confront the troublesome and upsetting working climate. Outside requirements are identified with notoriety, status and work acknowledgment.

At the point when these regard needs are satisfied, the worker acquire self-assurance and quality. Level five is the last dimension of Maslow's pecking order. At the point when the past 4 levels are fulfilled completely, it is then the self-realization needs are considered (Heller and Hindle, 1998). The representative's self-realization needs are improved by open doors for advancement, autonomy, testing undertakings and utilization of one's aptitudes. The theory is related to the study since it asserts the fact that employees as they are hired in the organization they have needs which keep on advancing from the lower stages to higher ones such that they must be well embedded and attained within the entity to foster satisfaction.

This is the fact since as the needs are well realized in connection with their advancement automatically the employee(s) tend to be well satisfied with the job and vice versa with implication on performance because automatically once the needs are

realized in the manner asserted in the theory commitment, involvement and productivity on employees may be well realized for that matter because the response on their needs implies automatic response on job satisfaction benefiting the organization.

2.3.1.2 Herzberg's Two Factor Theory

Herzberg named the various leveled need as a 'two factor' hypothesis of persuading work frames of mind. Herzberg expressed cleanliness factors (outward) which are supervision, working conditions, proficient relationship, associates and compensation are the reasons for disappointment (Modrak, et al, 2011). The inspirational elements (natural) which are simply the work and open doors for advancement propel individuals to work. Herzberg's and Maslow's hypotheses were huge for the assessment of employment fulfillment. From an organization's perspective, work fulfillment is basic, as it results to high devotion of representatives towards their association and this high responsibility further prompts organization's prosperity and accomplishment all in all (Feinstein, 2000). Distinctly, representatives who are disappointed with their work leave the organization, this abatement inspiration of the staffs who are as yet working there.

Henceforth, laborers become poor entertainers and less equipped and they may disturb the workplace and quit their place of employment (Sonmezer and Eryaman, 2008). Herzberg's two factor hypothesis is a significant system for directors who wish to comprehend work fulfilment and related occupation measurements (Schermerhorn, 1993). Herzberg's two factor recollects that occupations have two primary angles: Job content (work undertakings) and Job setting (workplace in which they work). Chiefs should all the time kill the poor cleanliness variables of occupation disappointment and upgrade the spark factors to expand work fulfilment.

The theory is connected with the study in the sense that motivation is among the important aspect in an organization to assure employees job satisfaction in fact it is the primary aspect which is important to be embedded. With that, the entity with motivational packages which are essential and sound tends to influence satisfaction to

a certain number of groups of employees since the measure is relative and not objective and vice versa with outcome of performance in the organization since may foster commitment, productivity and involvement of employees in the organization.

2.3.3 Process Theories

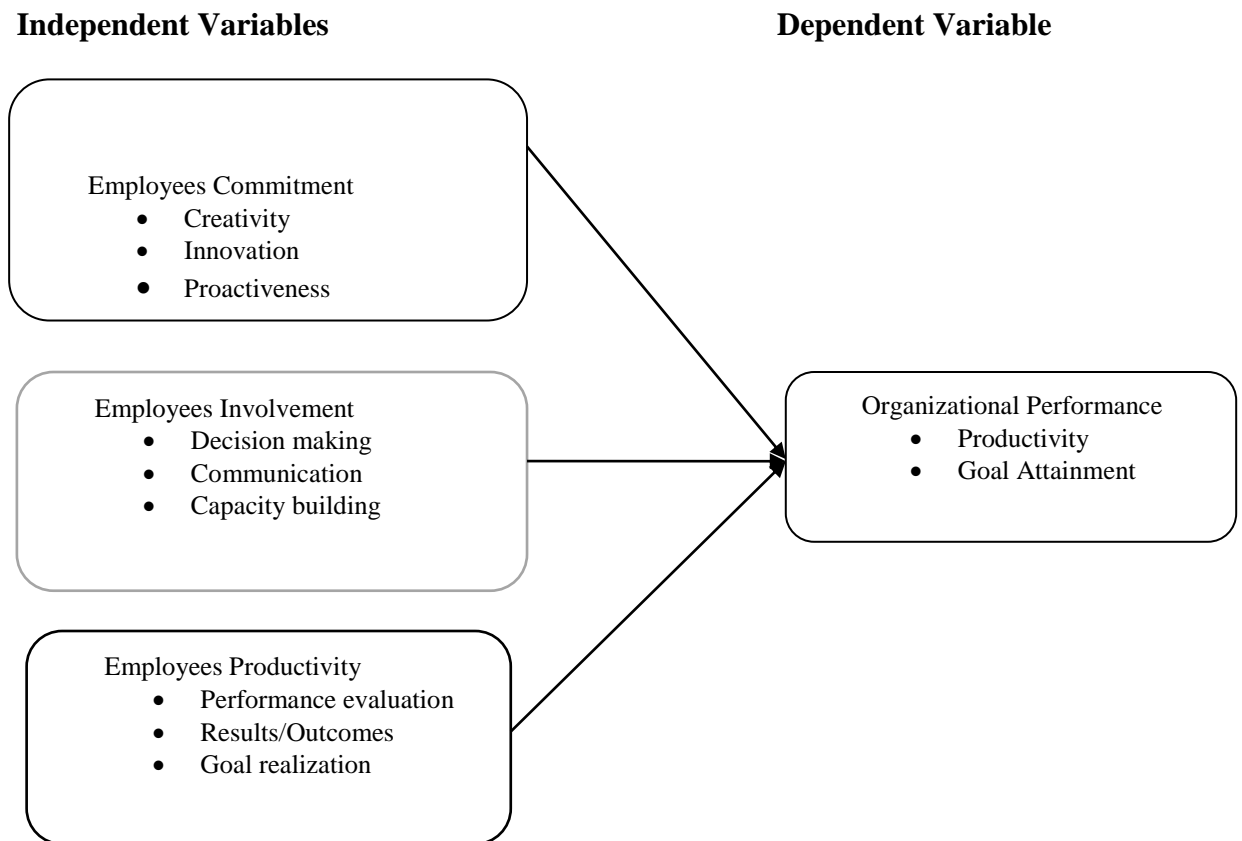
Vroom (1964) and Adams (1963) are the two procedure scholars who talked about employment fulfilment including qualities, needs and desires (Gruneberg, 1979). Gruneberg expressed that a few people wish to accomplish higher than others and when an offer of employment no open door for accomplishments, in this manner these people become progressively bothered contrasted with those individuals who have least needs. Adams confirmed that what laborers add to their work in a proportion contrasted and the outcomes they got from their work. In the event that the representatives distinguished that the aftereffect of their diligent work isn't rise to their collaborators, there will be no value and henceforth prompting employment disappointment.

The theory is relevant to the study in the sense that employees in an organization usually have expectations as they are working which are relative such that as they are realized in the course of working automatically satisfaction is likely to be attained with commitment, productivity and involvement of employees with impact on performance. Since that is the case, the vice versa is also certain since once the expectations are not realized satisfaction may be far from reality.

2.6 Conceptual Frame work

This research conceptual framework delivers an overview of this Study's viewpoint on the study at large. The Figure 1 below offers independent variable and dependent variables that lead a Conceptual Framework. The Framework guides the connections between Impact of Job Satisfaction in organizational Performance. The Figure discloses that there is direct connection between Job satisfaction and Organizational Performance.

Figure 2. 1: Conceptual Framework



Source: Researcher (2019)

2.6.1 Study Hypotheses

The framework elucidates the study on assessing the impact of job satisfaction on the performance of the organization in Tanzania. The key notion of the study is that job satisfaction positively influence organization performance in Tanzania public sector. Therefore, three hypotheses have been identified as explained bellow:

H1 Employees commitment positively influence organization performance.

H2 Employees involvement positively influence organization performance.

H3 Employees productivity positively influence organization performance.

2.5 Empirical Reviews

Nadim et al (2012) conducted a study on assessing effect of motivation factors on teachers' job satisfaction. The study was carried in Pakistan context whereas survey design was the methodology employed. Findings indicated that motivation is the key concern towards satisfaction though it is relative depending on the tenure of employees, position one has and personal expectation. However, it has been certain that in all areas motivation initiatives were taken involvement, commitment and productivity of employees was noted as results which shows that it is a relevant step to be undertaken. This demands the gap to be pursued in Tanzania public entities since in local governments also there has been issues pertaining to job satisfaction influence in line with motivation. Therefore, the study is undertaken to assess the impact of motivation on employee job satisfaction in local government authorities (LGAs).

Moradi et al (2011) conducted a research on assessing the role of organization culture on employee job satisfaction among academic staffs. The research was undertaken in the context of Jordan where it used a survey design as its methodology. Findings found that job satisfaction among academic staffs in the area is mostly attributed by the culture of the organization which is oriented in line with motivation practices. This in turn has been the sole proprietor of the practice to the extent that it has been useful in influencing employees' job satisfaction. This provides about the gap in the context of Tanzania in public entities whereas motivation has been an issue of concern such that the study is undertaken to assess the impact of motivation on employees' job satisfaction in local government entities in Tanzania.

Holmberg (2016) undertook a research assessing the job satisfaction pattern involve Swedish Nursing Staffs in health facilities in the area. The study specifically assessed the level of job satisfaction among Nurses in health care entities in the country. The research was performed in the context of Sweden using design of cross sectional survey. Data showed that nurses among staffs in Sweden are highly satisfied with their jobs since the country has sufficient welfare system such that though taxes are

high still services within workplaces, working hours and benefits are attractive to ensure that they become satisfied and foster performance in the job for that matter. Since that is the case, this entails the gap to be envisaged in Tanzania since in public entities in most cases employees have been seen to be working on routine basis, which has implication on satisfaction of the employees with impact to performance. In that case, it is important to fill the gap which necessitates the assessment on job satisfaction on the performance in public organizations in the area.

Holmberg (2017) carried a study assessing the job satisfaction pattern among nursing personnel in mental health institutes in Sweden in line with two factor theory propagated by Herzberg. The research was conducted in the context of Sweden using survey design whereas the findings indicated that job satisfaction is influenced by several factors within the job as propagated by the theory such as salaries, benefits, working conditions, and others. Sometimes there can be demotivating factors outside the job setting including the perception of some close members such as friends and families on the job that some perceive it negative and cause dissatisfaction on some employees pertaining to their views on the job. This demands the gap to be filled in Tanzania since satisfaction of the job among employees in public organizations is vital important requiring the gap to be filled on its impact towards performance.

Latham and Budworth (2007) further assessed the effect of job satisfaction as a motivation practice on the performance of the organizations. The study was performed in United States with survey design as the methodology of the study. Results indicates that job satisfaction positively has significant influence on the performance of the organizations since it fosters commitment of the employees, involvement and the productivity of the employees which are crucial in facilitating organization performance. This is the gap to be envisaged in Tanzanian environment that an assessment is conducted to fill the gap on the impact of job satisfaction on organization performance in line with commitment, productivity and involvement of employees in the respective context for that matter.

2.7 Research Gap

This entails the explanation of the study on the impact of job satisfaction on organization performance in Tanzania. The fact on the ground is that job satisfaction is a significant initiative to be well embedded in an organization such that both public and private. However, in Tanzania public organizations have been difficult for job satisfaction to be well embedded and realized because they are complex and rigid with top down directives being required to be obeyed and executed by all employees and the entities. This makes the duties more of a routine based and undermine innovation, creativity and other issues of that kind.

This necessitates the need to undertake the study since several works have been undertaken on job satisfaction in Tanzania including Elinaza (2016) assessed the effect of employees' job satisfaction on the performance of commercial banks in Tanzania. Despite the reality that, Soutunde (2012) on the other hand waged a question on assessing the effect of employees' job satisfaction on the performance of telecommunication entities in Tanzania. This provides the fact that in Tanzania several studies on job satisfaction have been performed in connection to the private sector entities with little being envisaged on the public sector entities which is a gap to be filled. Therefore, the study was conducted specifically to assess the impact of job satisfaction on the performance of the organization in Tanzania public sector.

2.8 Summary

The chapter had provided literature review, introduction, conceptual definitions, theoretical literature review, empirical literature review, research gap, conceptual framework and theoretical framework.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter presents the research methodology used in data collection in response to the objective of the study. The chapter includes the research approach, research design, area of the study, and population of the study, sample size, sampling technique; research instruments and data collection procedures, validity and reliability, data analysis and expected research findings.

3.2 Research Design

Research design entails the manner in which the research is carried out (Easterby, 2008). Explanatory research design was employed in this study to generate information concerned the matter under investigation

3.3 Area of the Study

Kinondoni Municipal Council in Dar es Salaam city is where the study was undertaken because the area serve as the public entity with abundant employees in different levels such that it is an important venture to generate reliable facts filling the knowledge gap for that matter.

3.4 Population of the study

Kombo& Tromp (2006) define a population as a collection of persons, objects or items from which testers are taken for measurements. The authors further refer population as the entire group of persons or essentials that has at least one thing in collectively. The population of the study was about 387 employees at Kinondoni Municipal Council Headquarter in different sections, departments and units from higher to lower levels. The case area selected because it is amongst the developed municipal in the country, so it is the hope of the researcher that it reflected the other

parts of the country where either they are not developed or equipped with enough facilities.

3.5.2 Sample size

Mugenda et al, (2003) define sample as a subset of particular population while Krishnaswami et al.(2006) define it as a unit of study, subject on which measurement is taken or a part of population. The sample size of this study consisted of 50 respondents both ordinary employees and the management cadre. The selection of the employees was based on the fact that they served as reliable members for the generating adequate and reliable data for that matter. The selection of the sample size is derived from Webb (1991) that as the area population is between 100-1000, then 10% may be used as the sample size. With the population ranging between 1000-2000, 5% serve as the sample size. With the population exceeding 2000, 1% is the sample size. In that case, the area consist of employees of 387 with 10% requirement the sample size is accurate and valid since it has exceeded the number requirement.

3.5.1 Sampling and Sampling Technique

Sampling technique is the method which specifically used to ensure generation of the sample size and respondents objectively (Mugenda *et al*, 2003). The study for that matter employed simple random sampling technique generating the sample size in the selected study area because they were obtained and picked by chance to partake in the study. The study used random sampling and purposive sampling techniques because employees were of two categories as being the ordinary ones and the management cadre whereas the ordinary category were randomly selected since they were many and picked by chance; and the management cadre since they were specific and easily identified were selected using purposive sampling technique.

3.6 Methods of data collection

3.6.1 Secondary data

Secondary data refers to all information collected by a researcher from the field. These kinds of data are gathered through the use of several means such as journal,

books, government reports and internet sources in line with the research questions. Therefore secondary information supplemented data collected from the area of the study.

3.6.2 Primary data

Primary data entails all types of data or information generated by the researcher from the study area. These are fresh information obtained by means of interview, observation and focus group discussion.

3.7 The Instruments of Data Collection

The following instruments were used for data collection:

3.7.1 Questionnaire

Questionnaire was used and employed specifically to the ordinary employees because the study was performed using causal relationship approach such that it required quantifiable facts which were generated using questionnaires alone because the tool is the only one to assure information generation on the facts which are measurable and quantifiable using Likert scale.

3.8 Measurement of Variables

In this study, the independent variables (Employees Commitment, Employees Involvement, and Employees Productivity) were measured using 5 five point scale which compose the questionnaire of the study. Therefore, the measurements are explained in the table 1.

Table 3. 1: Measurement of Variables

Variable	Sub Variable	Measurement
Employees Commitment	Creativity Innovation Proactiveness	5-point Likert scale (1 = Not important; 2 = Less important 3 =Neutral; 4 = Important; 5 = very important.
Employees Involvement	Decision making Communication Capacity building	5-point Likert scale (1 = Not important; 2 = Less important 3 =Neutral; 4 = Important; 5 = very important.
Employees Productivity	Performance Evaluation Outcomes/Results Goals realization	5-point Likert scale (1 = Not important; 2 = Less important 3 =Neutral; 4 = Important; 5 = very important.
Organization Performance	Productivity Goals Attainment	5-point Likert scale (1 = Not important; 2 = Less important 3 =Neutral; 4 = Important; 5 = very important.

Source: Field data, 2018

3.9 Data Analysis

Collection of data is not the final step in the research process. The researcher needed to edit, code, classifying and tabulate the data for the purpose of; summarizing and make it accurate. This was done in relation to the hypotheses guided the study. In this study data analysis involved quantitative techniques.

3.9.1 Quantitative Techniques

Descriptive statistics especially percentages, frequency tables, graphs and charts were first used to explain the respondents profile for that matter. Additionally, multiple

regression and correlation analysis were used specifically to demonstrate the prevailing association of variables depicted in the study.

The relationship between independent and dependent variables was further assessed in assuring the filling of the knowledge gap. In that case, the analysis is illustrated by the regression model as stated bellow.

$$OP = \beta_0 + \beta_1 EC + \beta_2 EI + \beta_3 EP + e$$

Where by

OP = Organization Performance

β₀ = Constant factor

β₁EC = Employee Commitment

β₂EI = Employee Involvement

β₃EP = Employee Productivity

e = Random variable

3.9.2 Pilot Study

This implies the test of validity measurement as data quality assessment for the purpose of assuring generation of accuracy on study variables. For that case, the study assured validity testing through pre-testing of the questionnaire for accuracy realization on study variables. In that note, a sample of 10 participants were picked for undertaking the pilot study for determining accuracy of the data collection tool. Reliability is entail the ways through which the same study when carried out in other ways provide the same results (Collis& Hussey 2009:339).Cronbach Alpha test was used to test data reliability was attained using. Therefore, the test is elucidated in table 3.1.

Table 3. 2.:Cronbach Alpha Test

Study Variables	Cronbach Alpha Values
Employees Commitment	0.761
Employees Involvement	0.749
Employees Productivity	0.770
Organization Performance	0.712

Source: Field Data (2019)

Table 3.1 highlights the facts on the reliable analysis on the study variables which are vivid that they are reliable and consistent for that matter. This is evident with *Aryet al* (2010) suggesting that reliability test on study variables using the test above is verified by the values of the Cronbach Alpha being 0.7 and above. Since that is the case, the table above is vivid that all the study variables are reliable and consistent.

CHAPTER FOUR

PRESENTATION AND DISCUSSION OF FINDINGS

4.1 Introduction

The chapter describes the presentation of the study results as the information collected from the field in line with the study hypotheses for the purpose of filling the knowledge gap. Since that is the case, the presentation of the findings is complemented as well by the analysis of the study and the relevant discussion for the purpose of successfully filling the knowledge gap.

4.2 Respondents Profile

This part gives the overview of the respondents as employees in Tanzania's Local Government Authorities (LGAs) in line with Kinondoni Municipal Council as the case study whereas four main variables of age, gender, level of education and working experience are used and illustrated in the manner which constitutes the following.

4.2.1 Gender

The study gathered data on gender of the respondents as it has described in the table 4.1

Table 4. 1: Gender

	Frequency	Percent
Male	37	74
Female	13	26
Total	50	100

Source: Field Data, 2019

The results of the study indicates that 37 (74%) of respondents were male and 13 (26%) were female respondents. The insinuation of the study results is that Local Government Authorities (LGAs) in Tanzania comprise of male and female employees and both have equal chances to be included as workers in the organizations. The statement is complemented by Harper (2014) stating that local government entities in Tanzania including Kinondoni Municipality comprise of employees both men and women whereas they all possess equal chances to be enrolled when there are vacancies available with competence as the determinant factor towards selection.

4.2.2 Age of respondent

Respondents provided data based on age explained as findings in the table 4.2.

Table 4. 2: Age of respondent

	Frequency	Percent
31-40	21	42
41-50	17	34
51-55	10	20
55+	2	4
Total	50	100

Source: Field Data, 2019

Table 4.3 above, indicate that the respondents with age between 31 to 40 years were 21 (42%); while those with age between 41 to 50 years were 17 (34%); for those with age between 51 to 55 years were 10(20%); and 55 and above years constitute 2 respondents (4%). These results indicated that the workers grassroots institution especially in Tanzania’s sub-national constitutes individuals with different age groups with most being at matured stage since they consist of most from the mid-aged to the aged ones approaching retirement. The assertion is acknowledged by Skinner (2015) providing that public organizations including local government entities in Tanzania constitutes all categories of employees since they all depend on each other in the process of delivery and succession as well as those heading towards retirement must

also prepare the young ones well to take over duties in a manner corresponding to performance.

4.2.3 Education Level

Respondents had been requested to provide information on the education levels they possessed as indicated in table 4.3 as follow.

Table 4. 3: Level of Education

	Frequency	Percent
Secondary Education	4	8
Diploma Education	11	22
First Degree Education	25	50
Post Graduate Diploma	6	12
Masters and above	4	8
Total	50	100

Source: Field Data, 2019

The results illustrated in table 4.3 revealed that 8% of all participants possess secondary education, 22% of the respondents had diploma education, 50% of the respondents had acquired first degree education, while 12% had post graduate diploma and 8% had masters and above education. These results demonstrate that Local Government employees have improved tremendously pertaining to the increase in the level of education in Tanzania. This is further assured by Mosha (2017) providing that government recently has issued reforms on the employees to be hired that it has transformed and embarked on hiring skilled and highly qualified individuals to fill its vacancies which has foster increase in the number of skilled employees in various government entities compared to previous years.

4.2.4 Working Experience

The study further collected facts from the respondents on their educational level as indicated in table 4.4.

Table 4. 4: Working Experience

	Frequency	Percent
6-10 years	5	10
11-14 years	12	24
15-20 years	16	32
21-25 years	15	30
26-30 Years	2	4
Total	50	100

Source: Field Data 2019

Findings in table 4.4 shows results on respondents working experience. In that results, 5 (10%) respondents had 6 to 10 years' experience; 12 (24%) respondents have worked for 11 to 14 years; 16 (32%) respondents have experience of 15 to 20 years; 15 (30%) respondents have working experience 21 to 24 years and 2 (4%) respondents have 26 to 30 years of working experience.

This implies that functional entities such as local government authorities (LGAs) require practitioners in most cases who are skilled and experienced to be able to deliver since each and everyone in the team must deliver and produce in such organizations. This is complemented by Lawrence (2013) suggesting organizations which deals with public service delivery direct as being local government entities; they usually require individuals with experience and awareness on the pattern of delivery since the tasks requires those who can deliver for ensuring performance.

4.3 Descriptive Analysis

4.3.1 Employees Commitment on Organization Performance

The study revealed that employee commitment positively influence organization performance since it fosters creativity as explained in table 4.5.

Table 4. 5: Creativity

		Frequency	Percent
Valid	Strongly Agree	18	36.0
	Agree	25	50.0
	Neutral	5	10.0
	Disagree	2	4.0
	Total	50	100.0

Source: Field Data, 2019

The study findings shows that 18 (36%) of the respondents strongly agreed with the assertion; while 25 (50%) of the respondents agree with the assertion; 5 (10%) of the respondents were neutral and 2 (4%) of the respondents disagree. This implies that in most cases commitment of the employees at work place ensures creativity which is essential and useful for the performance of the organization. This is acknowledged by Holmberg (2016) suggesting that commitment of employees in an organization is something which is most expected and desired to be achieved by the management because it fosters several gains whereas creativity is among them.

Apart from that, employee commitment in an organization is useful in fostering organization performance since it ensures innovations among employees and within single individuals in job undertakings. This is well verified with findings in table 4.6.

Table 4. 6: Innovation

		Frequency	Percent
Valid	Strongly Agree	12	24.0
	Agree	34	68.0
	Neutral	2	4.0
	Disagree	1	2.0
	Strongly Disagree	1	2.0
	Total	50	100.0

Source: Field Data, 2019

The study findings shows that 24% of the respondents strongly agree; 68% agree, 4% were neutral, 2% disagree and 2% strongly disagree. This implies that employee commitment significantly influence performance of the organization through

innovations. This is complemented by Holmberg (2017) stating that commitment of the employees is essential in an organization because it implies that satisfaction on the job is certain such that in return employees among many other things tend to be innovative in several job undertakings useful for performance results. Furthermore, employee commitment and to influence performance of the organization through proactiveness whereas results are shown in the table 4.7.

Table 4. 7:Proactiveness

		Frequency	Percent
Vali d	Strongly Agree	13	26.0
	Agree	32	64.0
	Neutral	5	10.0
	Total	50	100.0

Source: Field Data, 2019

The findings of the study shows that 13 (26%) of the respondents strongly agreed, while 64% agree and 5 (10%) of the respondents were neutral. This signifies that commitment of employees in an organization fosters performance through proactiveness. This is supported by Smith (2014) stating that organizations strive to attain commitment on its employees for the purpose of achieving proactiveness practice on employees for that matter. This is essential in fostering performance of the organization.

4.3.2 Employees Involvement on Organization Performance

Employee involvement on the other hand positively influence organization performance in decision making process, table 4.8 below describing the results.

Table 4. 8: Decision Making

		Frequency	Percent
Vali d	Strongly Agree	15	30.0
	Agree	35	70.0
	Total	50	100.0

Source: Field Data 2019

The findings showed that 30% of the respondents strongly agreed with the assertion while 70% of the respondents agreed. The implication is that involvement of employees fosters performance of the organization through decision making process since they become involved and willing to cooperate. This is verified by Latham and Budworth (2007) providing that involvement of the employees in an organization is useful in fostering performance through decision making pattern and practices in fostering advancement of activities. Despite that, involvement of employees fosters performance of the organization through communication whereas table 4.9 describes the findings.

Table 4. 9: Communication

		Frequency	Percent
Valid	Strongly Agree	11	22.0
	Agree	28	56.0
	Neutral	4	8.0
	Disagree	6	12.0
	Strongly Agree	1	2.0
	Total	50	100.0

Source: Field Data 2019

The results indicated that 11 (22%) respondents strongly agree, while 56% respondents agree; 8% were neutral, and 12 % respondents disagreed and 2% strongly disagreed. This entails that involvement of the employees in an organization facilitates effective communication between and among employees and lines in the organization which ensures performance. This is connected with Nadimet *al* (2012) states that involvement of the employees has been something of great significance in an organization on the information flow and communication patterns in influencing performance. Moreover, involvement of employees has been influencing capacity building which facilitates performance table 4.10 describing the results.

Table 4. 10: Capacity Building

		Frequency	Percent
Valid	Strongly Agree	21	42.0
	Agree	26	52.0
	Neutral	1	2.0
	Disagree	2	4.0
	Total	50	100.0

Source: Field Data 2019

The findings of the study shows that 21(42%) of the respondents strongly agree; while 52% agree, 2% were neutral and 4% disagree. This implies that employee involvement contributes to capacity building among employees which ensures performance of the organization. Smith (2014) suggested that the highly employee involvement is significant on influencing capacity building among employees. This is useful since it shows the fact that capacity enhancement largely depends on the involvement of the employees.

4.3.3 Employees Productivity Positively Influence Organization Performance

Furthermore, the study indicate that employee productivity positively influence organization performance through performance evaluation with findings shown in table 4.11.

Table 4. 11: Performance Evaluation

		Frequency	Percent
Valid	Strongly Agree	19	38.0
	Agree	24	48.0
	Neutral	7	14.0
	Total	50	100.0

Source: Field Data, 2019

Findings shows that 38% of the respondents strongly agree, while 48% agree and 14% were neutral which implies that productivity of the employees impacts performance in the organization through performance evaluation. This is supported by Smith (2014) that productivity of the employees in the organization is strongly

measured and assessed by performance evaluation systems which is key towards employee performance in the organization. Apart from that, employee productivity influence performance of the organization through working hours. Table 4.12 describing the results.

Table 4. 12: Working Hours

		Frequency	Percent
Valid	Strongly Agree	14	28.0
	Agree	27	54.0
	Neutral	6	12.0
	Disagree	3	6.0
	Total	50	100.0

Source: Field Data, 2019

The findings indicates that 28% respondents strongly agree, while 54% agree; and 12% were neutral with 6% disagree. This implies that productivity of the employees fosters performance of the organization through hours of working. This is complemented with Arnold and Silvester (2005) that hours of working are essential in productivity pattern on employees such that the ratio has implication on the performance of the organization. Moreover, employee productivity influence performance of the organization through goal realization with table 4.13 describing the findings.

Table 4. 13: Goals Realization

		Frequency	Percent
Valid	Strongly Agree	17	34.0
	Agree	33	66.0
	Total	50	100.0

Source: Field Data, 2019

The findings shows that, 34% of the respondents strongly agree and 66% agree which implies that productivity of the employees in an organization fosters performance. This is evident with Miradiet *al* (2011) stating that productivity of the employees usually entails performance whether it is good or the other way.

4.4 Inferential Analysis

The inferential analysis is led by general testing of the independent variables on the dependent variable. This is first conducted through normality test described in the table and description below.

4.4.1 Normality Test

The findings in table 4.14 shows that the P-value of employees commitment is .000; while the P-value of employees involvement is .000 and the P-value of employees productivity is .000 through Shapiro-Wilk test of normality. This entails the fact that all study variables as described in the table appear to be normal distributed.

Table 4. 14: Normality Test

Factors	Kolmogorov-Smirnov ^a		Shapiro-Wilk			
	Statistic	Df	Sig.	Statistic	df	Sig.
Employee Commitment	.589	50	.000	.766	50	.000
Employee Involvement	.563	50	.000	.703	50	.000
Employee Productivity	.526	50	.000	.698	50	.000
Organization Performance	.448	50	.000	.659	50	.000

a. Lilliefors Significance Correction

4.4.2 Multicollinearity Test

Additionally, though the correlation is positive still the coefficient is low which implies that there is no multicollinearity. This is the issue that is dealt with multiple regression. Therefore, multicollinearity test is described in table 4.15.

Table 4. 15: Multicollinearity Test

Coefficients			
Model		Collinearity Statistics	
		Tolerance	VIF
1	Employee Commitment	.582	2.286
	Employee Involvement	.558	2.318
	Employee Productivity	.537	2.392
a. Dependent Variable: Organization Performance			

4.3.2 Correlation Analysis

The results in Table 4.16 indicate the Pearson correlation (R) of joint effect (all independent variables) on organisation performance is 0.809 at 0.05 level of significance. This implies that there is a statistically strong positive correlation between all independent variables (joint effect) and organisation performance.

Table 4. 16: Model Summary

Model	R	R Square	Adjusted R Square	Standard Error of Estimate	Change Statistics			Durbin-Watson
1	.809	.727	.711	66.215	.624	71.025	.000	1.817

Source: Field Data, 2019

The study findings in table 4.16 shows the entire influence of all study independent variables on the dependent variable which is illustrated through the respective value of R². In that case, the study results provides that organization performance in Tanzanian’s Local Authorities, job satisfaction is influenced by employees commitment, employees involvement and employees productivity by 72.7%. The other influence which is 27.3% is qualified by other issues of concern other than the study predicting variables as independent variables to the study. This implies that the study assumptions as predicting variables are positive and have all been attained.

Table 4. 17: ANOVA

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	2331.652	23	418.153	2.632E4	.000 ^a
	Residual	22.210	73	.246		
	Total	2342.862	75			

a. Predictors: Employee Commitment, Employee Involvement and Employee Productivity

b. Dependent Variable: Organization Performance.

4.3.2.2 Influence of Regressors on Organization performance

The study determined whether individually employees commitment, employees involvement and employees productivity influence organization performance in Local Government by selecting Kinondoni Municipal Council as a case study. Therefore, the findings are shown in table 4.8. shows the influence of independent variables on organizational performance.

Table 4. 18: Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. error	Beta		
(constant)	-12.363	5.173		-1.416	.110
Employees Commitment	3.016	.273	.580	12.569	.000
Employees Involvement	2.738	.228	.543	12.440	.000
Employees Productivity	2.522	.206	.531	12.239	.000

Source: Field Data, 2019

The results in the above table are discussed in detail as follows; Firstly, in respect to employee commitment the study sought to measure its effects towards organisation performance led by the following null hypothesis: H_0 : employee commitment do not

influence performance of the organisation; at $\alpha = 0.05$. The results in the above table of combined variables indicated that $t = 12.569$ and the p -value = 0.000 which is less than $\alpha = 0.05$. This denotes that we reject the null hypothesis and conclude that individual employee commitment influences organisational performance, at a significance level of 0.05.

Also, the study findings indicates that employees commitment as the independent variable is positive and statistically significant on organization performance as the dependent variable since $p < 0.05$. The effect of the results is that organization performance through job satisfaction in local government authorities (LGAs) is influenced by employees' commitment. This is well acknowledged by Smith (2014) stating that performance of the organization in any setting within the organization whether public or private is determined by the satisfaction on the job. This is certain with the fact that the satisfaction impacts performance positively in the organization since it attracts commitment of employee(s) at work which assures generation of positive outcomes.

Schneider (2013) also provides that performance of the organization is largely influenced by the commitment of the employees since it fosters the behavioral type to be in place pertaining to the organization by employees. This is mostly associated with the level of satisfaction employee(s) as individual(s) possess in the organization. This is due to the fact that satisfaction ensures commitment of the employee(s) at work which essential on the performance pattern for that matter.

Secondly, employee involvement the study sought to measure its effects towards organization performance led with the following null hypotheses: H_0 : employee involvement do not influence organisation performance; at $\alpha = 0.05$. The results in table 4.8 of combined variables indicated that $t = 12.440$ and the p -value = 0.000 which is less than $\alpha = 0.05$. This implies that we reject the null hypothesis and conclude that individual employee involvement influences organisational performance, at a significance level of 0.05. The study revealed through table 4.8 that

employees involvement as the independent variable is positive and significant statistically on organization performance as the dependent variable whereas $p < 0.05$.

This is to say organization performance through job satisfaction in local government authorities (LGAs) is determined by employees' involvement. The view is in line with Sohail et al (2014) providing that employee involvement is an important remedy to be embedded within the organization by the employees to foster performance. This is not a linear process but rather reciprocal.

This is evident with the truth that employees must first ensured satisfied through assured with needs and wants as expectations for outputs to correspond well with the requirements of the job for performance results for that matter. In addition to that, Robinson and Perryman (2004) further suggests that job satisfaction is something that is strived to be achieved by several employers to the employees through various ways incorporated through motivation efforts and initiatives for that matter. This is relevant since the issue which is expected is usually performance of the organization since once employees are satisfied, automatically they perform well in the organization.

Thirdly employee productivity, the study sought to measure its effects towards organisation performance led with the following null hypothesis: H_0 : employee productivity do not influence organisation performance; at $\alpha = 0.05$. The results in Table 4.8 of combined variables indicated that $t = 12.239$ and the p -value = 0.000 which is less than $\alpha = 0.05$. This infers that we reject the null hypothesis and conclude that individual employee productivity influences performance of the organisation at a significance level of 0.05. Further, the study further pointed out that employees productivity as the independent variable has founded positive and significant statistically on organization performance as the dependent variable with $p < 0.05$.

This infers that, organization performance through job satisfaction in local government authorities (LGAs) is influenced by employees' productivity. This is strongly supported by Raytonet al (2012) stating that productivity of the employees is

something which is looked and valued by the organizations as employers since it ensures organization performance. Since that is the case, it is something which depends on several accounts including job satisfaction on employees.

Fourthly, in regard to the joint effect the study sought to establish if the variables (employee commitment, employee involvement and employee productivity) collectively influences organisation performance, this was led with the following null hypothesis: H_0 : No goodness of fit of the dependent variable against the various independent variables; at alpha = 0.05. The results in Table 4.37 of combined ANOVA discovered that $F = 2.632$; $df = 23$ and $p\text{-value} = 0.000$ which is less than 0.05, and hence the null hypothesis was rejected and concluded that there is a goodness of fit of the dependent variable against the various independent variables. This implies that, collectively independent variables influence organisation performance at significance level of 0.05.

Moreover, in the Pearson correlation matrix of all variables in Table 4.7 indicates that Employee Commitment is leading with significant strong positive correlation with organisation performance with correlation coefficient (R) of 0.530 followed by employee involvement of 0.405, and employee productivity with weak positive correlation coefficient of 0.332 respectively. Therefore, the study indicates all independent variables have a positive correlation with dependent variable and are statistically significant, however, the predictors differs in term of the strength of their relationship with dependent variable, that is, the organisation performance.

Moreover, individually and collectively independent variables are statistically substantial at $P\text{-value} = 0.000$ of which is less than $\alpha = 0.05$, and hence influences performance of Kinondoni Municipal Council.

Table 4. 19: Correlation Matrix of All Variables

		Organization Performance	Employees Commitment	Employees Involvement	Employees Productivity
Person corr.	Organization Performance	1	0.530	0.405	0.332
	N	50	50	50	50
	Employees Commitment	0.530	1	0.04	0.053
	N	50	50	50	50
	Employees Involvement	0.405	0.04	1	0.102
	N	50	50	50	50
	Employees Productivity	0.332	0.102	0.102	1
	N	50	50	50	50

Source: Field Data, 2019

4.4 Summary

The chapter has highlighted the description of the study findings, analyzation and the discussion of the findings based on the facts gathered from the field to fill the knowledge gap. In that note, it has been noted that relationship among study variables is positive in the manner that job satisfaction positively influence organizational performance in Tanzania Local Government Guthorities (LGAs). This is evident with fact that all three study independent variables as being employees commitment, involvement and productivity have been found positive and significant statistically on organization performance as the dependent variable with $p < 0.05$.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter gives the study summary, it gives conclusion and the recommendations. It is also explained consistently with the study hypotheses guiding the research/study with the aim of generating the briefing of the study, the overall remarks and the issues as way forward to the observed shortcomings for that matter. Therefore, the chapter comprises the following.

5.2 Summary

This research is on the impact of job satisfaction on organization performance in Local Government Authorities (LGAs) in Tanzania a case of Kinondoni Municipality. The study guided by three study hypotheses which were employees' commitment, employees' involvement and employees' productivity which were tested on organization performance. The research conducted through the use of explanatory study design with the data being gathered using causal relationship approach. The data to fill the research gap generated from the selected case study whereas 50 respondents were used to gather information through structured questionnaires. The field data obtained were filled in the SPSS data sheet to produce relevant statistical measurements for presentation of the study results.

In that regard therefore, descriptive statistics produced first from data sheet particularly percentages and the frequency distribution tables to describe the profile of the respondents. Additionally, multiple regression and correlation analysis were also used in describing the relationship between study variables to fill the knowledge gap of the study.

Research findings indicated that all three independent variables which are employees commitment, employees involvement and employees productivity are positive and

statistically significant on the dependent variable such that $p < 0.05$. This entails that organization performance in Local Government Authorities (LGAs) through job satisfaction is influenced by employees commitment, employees involvement and employees productivity in Tanzanian environment in public organizations.

5.3 Conclusion

It has shown from the study findings that organizational performance in Tanzania Local Government Authorities (LGAs) is influenced mostly by employees commitment, employees involvement and employees productivity. This is evident with the fact that the variables are all positive and significant statistically on the dependent variable. Regardless of that, still employees in most local government entities in Tanzania on performance of the organizations has been a challenge since it has been difficult for targets to be realized for that matter.

This is attributed by several concerns which needs to be addressed including financial needs and wants, sufficient conditions and environment to work for the purpose of ensuring positive outcome generation and several other concerns for that matter.

In that note, employee commitment has been affected since most have been seen to respond on routine basis as being on the actual required time of services after that they leave which is far from being committed.

This is a problem pertaining to the expectations towards realization of the organization goals and objectives that which entails performance because for such outcomes to be attained in the organization; employees is good to be committed because they are the ones to execute tasks for the delivery to be attained. The opposite practice automatically implies loss to the organization.

Besides that, productivity of the employees tend to be affected as well since it is necessary in ensuring performance of the organization is attained. This is because productivity of the employees entails the fact that employees work, produce and deliver which facilitates the realization and attainment of the organization goals and objectives for that matter. In that case, with the situation in local government entities

employees are highly in need of the financial needs such that this has been reducing the productivity level because they are less motivated and enthusiastic with work.

Furthermore, involvement has been an issue of concern among local government employees in Tanzania in the reality note because they are less motivated with the concerns on financial boost. This has caused concern since they satisfaction of the employees is reciprocal in the sense that it is give and take mechanism which is always a two way traffic such that employees to be involved at work depends with the relationship with the employer that once delivers well the needs and wants; involvement is automatically which fosters performance of the organization. However, once one partner is not responding well to the expectations of the other automatically the situation becomes negative and unfriendly for that matter.

This has been the situation facing most local government employees in different setting such that they have been highly in need of the incentives which has been far from being realized such that it has demoralize their working pattern and involvement which negatively impacts performance of the organization(s).

5.4 Recommendations

Since the situation on employee's job satisfaction on organizational performance in Tanzania's Local Government Authorities is in that way, the study recommends that first, the government should be aware that any expectations pertaining to organization productivity is a reciprocal outcome between the organization and the employees. With that, it is evident and vivid that most Local Government Authorities employees are in need of financial rewards and incentives such as salary increase and some awaiting for their arrears to be paid. In that case, the government has been limited in responding to the employees needs and wants which has been demotivating the practitioners in different Local Government settings.

This has been affecting the well-being of the employees at workplaces such that commitment, involvement and productivity have been affected to the extent that the delivery pattern of public goods and services has been questionable as well on the

public. In that regard, it is important for the government to adjust on ways to ensure compliance with local government employees at least a certain portion including those working in remote and hostile areas to facilitate the motivation attainment which impacts positively performance of the organizations for that matter in the entities.

Despite that, the study also recommends the government to be on time and precise to assure sufficient conditions are available to the Local Government employees in their work stations throughout the country. This is evident with the fact that satisfaction of the employees in Local Government entities on the other hand have been affected by the conditions subjected to the employees in their work places since requirements as tools to work and deliver the required outputs have been inadequate and unavailable leaving the organizations and practitioners to receive blames and seen as incompetent by the public. This has been demoralizing most practitioners which is high time for the government to be certain on supplies and conditions in the entities for performance concerns.

In addition to that, the study also recommends that the government should be open to its employees through the management of the local government entities responsible and operational in their areas on the efforts undertaken to foster employees' job satisfaction and appreciations to be attained. This is important because it has been incorporating several measures to boost employees in their economic conditions such as availability of loans with affordable interests, recognition, assurance on accessing their social security benefits and others which have surpassed several private entities.

Since the initiatives are not known publicly by many employees they take for granted such efforts which becomes for the government entities to prosper through persisting dissatisfactions as a result of ignorance. In that case, it is important for the government entities to publicly enlighten the individual employees to foster their commitment, trust and the involvement in the practice for the greater good of the entities.

5.5 Areas for Further Studies

This research consisted of various areas for further studies to be undertaken such that the study has been first performed quantitatively through causal relationship approach. However, another study may be performed qualitatively to generate wider facts as new knowledge apart from few variables to be tested. Despite that, the study has been performed with the questionnaire as the data collection tool for that matter. Since that is the case, another study may be performed in line with methodological gap such that information generation may be performed using other tools apart from the questionnaire.

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APPENDIXES

Research Budget

s/n	Item	Quantity	Cost	Total
1	Labour	20 days	100,000 per day	2,000,000
2	Travel	30 days	30,000 per day	900,000
3	Research Equipment <ul style="list-style-type: none"> • Cell phone • Mobile Internet Modem • Portable Hard drive • Laptop Computer • Digital Recorder • Toner for Printer • Colour Printer 			5,000,000
4.	Research Materials <ul style="list-style-type: none"> • Cell phoneUsage Charges • Batteries for Digital Recorder • Photocopies • Anti-Virus Software • Paper, Pens, Flip Charts, Makers 			600,000
5	Printing and binding of dissertation report.			500,000

Schedule of Activities

Activities	Weeks								
	1	2	3	4	5	6	7	8	9
Familiarizing the area of data collection.									
Collection of data by using different research instruments									
Editing, Coding, Classification and Tabulation of data.									
Summarizing and presentation of the findings.									
Interpretation of finding presented									
Report writing									

APPENDIX I: LETTER OF INTRODUCTION

OCTAVIAN A. SWAI
P.O.BOX 13486
DAR ES SALAAM

Dear Respondent,

SUBJECT: QUESTIONNAIRES FOR DATA COLLECTION

I am a Post Graduate Student at the University of Mzumbe– DSM campus pursuing master’s degree in Public Administration (MPA). As part of my coursework, I am required to carry out and submit a research report on “**The Impact of Job Satisfaction on Organizational Performance**”with specific reference to Kinondoni municipality education sector. To achieve this objective, I kindly request you to fill this questionnaire for me and let me assure you that all the information that you give will be treated with all the privacy and will only be for the intended use.

Do not write your name or the name of your department or school.

Thank you in advance for your time and cooperation.

Yours faithfully,

Octavian Audifasi Swai.

**APPENDIX 1: Questionnaires to ordinary employees and management team at
Kinondoni Municipal Council**

SECTION A: PRELIMINARY INFORMATION

Please read each question carefully and follow the instruction given.

1. Please indicate your Gender

Female Male

2. Marital Status;-

Single Married

3. Please indicate your Age;

20-30 years	()
31-35 years	()
36-40 years	()
Above 41years	()

4. What is the highest level of your Academic Qualifications?

Certificate	()
Diploma	()
Bachelor's Degree	()
Postgraduate	()

5. How many years have you been working at KMC?

Less than 5 years	()
06-10 years	()
11-15 years	()
Above 15 years	()

SECTION B: EMPLOYEES COMMITMENT

Based on your perception on employees commitment as a factors that may influence organizational performance in your Municipal, Please indicate the extent to which you agree or disagree with the following statements. Use a **5-point scale** where; **1 =Strongly disagree 2 =Disagree 3 =Neutral 4 =Agree 5 =Strongly agree**. Tick the appropriate number

S/N	Statement	1	2	3	4	5
	Creativity					
1.1	There is a room for workers creativity					
1.2	Workers creativity can influence organizational performance					
	Innovation					
1.3	Workers are free to share their new ideas/opinions					
1.4	Innovation in the organisation enhance performance					
	Proactiveness					
1.5	Workers are encouraged to be proactive					
1.6	Workers Proactive influence organizational performance					

SECTION C: EMPLOYEES INVOLVEMENT

Based on your perception on employees involvement as a factors that may influence organizational performance in your Municipal, Please indicate the extent to which you agree or disagree with the following statements. Use a **5-point scale** where; **1 =Strongly disagree 2 =Disagree 3 =Neutral 4 =Agree 5 =Strongly agree**. Tick the appropriate number

S/N	Statement	1	2	3	4	5
	Decision making	1	2	3	4	5
1.1	Workers opinions are incorporated in during the decision making					
1.2	Workers involvement in the decision making can enhance organizational performance					
	Communication					
1.3	Clear communication among workers in the organization is insisted					
1.4	Clear communication influence organizational performance					
	Capacity building					
1.5	Employees are always trained to build their capacity					
1.6	Capacity building to workers can influence the performance of the council					

SECTION D: EMPLOYEES PRODUCTIVITY

Based on your perception on employees productivity as a factors that may influence organizational performance in your Municipal, Please indicate the extent to which you agree or disagree with the following statements. Use a **5-point scale** where; **1 =Strongly disagree 2 =Disagree 3 =Neutral 4 =Agree 5 =Strongly agree**. Tick the appropriate number

S/N	Statement					
	Performance Evaluation	1	2	3	4	5
1.1	Employees performance is yearly evaluated					
1.2	Performance evaluation can increase organizational performance					
	Working hours					
1.3	Working hours are enough to work in achieving the intended goal					
1.4	Working hours can influence councils performance					
	Goals realization					
1.5	Workers outcome/impact is measured in the organization					
1.6	Working in impact/result oriented can enhance organizational performance					

SECTION E: ORGANISATIONAL PERFORMANCE

Based on your perception on organizational/Municipal performance, Please indicate the extent to which you agree or disagree with the following statements. Use a **5 - point scale** where; **1 = Strongly disagree 2 = Disagree 3 = Neutral 4 = Agree 5 = Strongly agree**. Tick the appropriate number

S/N	Statement					
	Productivity	1	2	3	4	5
1.1	Organisational output and outcome is attained					
1.2	Organisational productivity is a result of good performance					
	Goals Attainment					
1.3	Organisational goal attainment is a prerequisite of organisational performance					
1.4	Goal attainment can influence organisational performance					

Thank you for your time