

**ASSESSMENT ON FACTORS INFLUENCING JOB SATSFACTION AMONG
EMPLOYEES AT TANROADS
A CASE OF MOROGORO MUNICIPALITY**

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EMPLOYEES AT TANROADS
A CASE OF TANROADS IN MOROGORO MUNICIPALITY**

**By
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**A Dissertation Submitted in Partial Fulfillment of the Requirements for the Award
of Degree of Master of Business Administration in Corporate Management (MBA-
CM) of Mzumbe University**

2015

CERTIFICATION

We, the undersigned, certify that we have read and hereby recommend for acceptance by the Mzumbe University, a dissertation entitled: Assessment on **Factors influencing job satisfaction among employees in TANROADS: The Case of Morogoro Municipal** in fulfillment of the requirements for award of the degree of Master of Business Administration in corporate management (MBA – CM) of Mzumbe University

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AND

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DEDICATION

I wish to dedicate this work to my lovely mother Esther Levison Haggai Kidyallah, who gave me support while writing this dissertation.

LIST OF ABBREVIATIONS

MU	-	MZUMBE UNIVERSITY
TANROADS	-	TANZANIA NATIONAL ROADS AGENCY
TANESCO	-	TANZANIA ELECTRIC SUPPLY COMPANY LIMITED

ABSTRACT

The purpose of this study was to examine the levels of job satisfaction among employees in TANROADS, a case of Morogoro Municipal. The study was guided by the following objectives: - To determine which factors influencing job satisfaction to employees working in TANROADS; to determine the extent/intensity level of job satisfaction factors influencing employee's performance in TANROADS; to determine the factors which contribute significantly to employee's retention at TANROADS.

In this study a case study research design was adopted. The study used both primary and secondary sources of data. The data was collected using a self-administered questionnaire, observation, interviews and documentary review. Simple random and judgmental sampling technique was used to sample employees. Both qualitative and quantitative techniques were used in data analysis.

The findings from the study reveal that salary, promotion, job it self, co – workers, supervision and working environment are the major factors influencing job satisfaction among employees at TANROADS. Also by the use of likert scale the results show that the levels of satisfaction differ from one employee to another and it depends on a certain Organization. As from TANROADS, the majority of the respondents, their level of satisfaction rely on factors like co – workers, supervision and length of working hours. They also mention factors which contribute significantly on their retention such as job it self, co – workers and supervision.

It is recommended that TANROADS management must take some action on matters that are seems to be a challenge to their employees and organizational performance. For matters that are causing job dissatisfaction, it is recommended that TANROADS should have clear and proper ways of conducting promotion, increase or restructure salary scheme, improve working conditions, increase participation between top management and give chances for further studies to the employees in order to increase their knowledge.

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CHAPTER ONE

1.0 Introduction

This chapter explains about the background of the study, statement of the problem, objective of the study, research questions, and significance of the study, limitation of the study and delimitation of the study.

1.1 Background of the Study

The relationship between the individual and the factors determining job satisfaction has been extensively researched in developed countries such as United States of America, United Kingdom, Canada and New Zealand but a few studies have been undertaken in the developing countries (Zembylas & Papanastasiou, 2006). This implies that there is more literature on employees' job satisfaction from the developed countries than from developing countries and Tanzania in particular.

Job satisfaction is actually a combination of intrinsic and extrinsic job satisfaction. Intrinsic job satisfaction is when workers consider only the kind of work they do and the tasks that make up the job, while extrinsic job satisfaction is when workers considers the conditions of the work, such as but not limited to pay, co- workers, management style and communication.

During the second half of the 20th century, the importance of job satisfaction among the employees of organizations and institutions has been seen with the appearance of Maslow's theory (2011). Since then, researchers have given deep consideration to the matter and various analytical studies have been undertaken. The movement towards human relationships sheds more light on the importance of the morale and improvement of the work conditions for the employees of organizations and institutions aiming at increasing productivity.

In 1992, it was estimated that over 5,000 articles and dissertations have examined the topic of job satisfaction (Cranny et al., 1992), and this is a continuing topic for research.

An early assumption can be made that interest in the subject illustrates the significance that employee satisfaction seriously influences the total operation of an organization. Staples et al. (1998) suggest that the reason for this interest is that work takes up such a significant amount of a person's life, and by increasing an individual's overall satisfaction with his or her work life improves the overall well-being of the individual, the organization, and the society where both the individual and the organization reside.

Job satisfaction involves the overall evaluative judgment of a combination of psychological and environmental circumstances that make a person happy with the work performed and creates a positive emotional state regarding the experiences, attitudes and beliefs about the work (Han & Kakabadse, 2009).

Currivan (2000) defined job satisfaction simply as the degree of positive emotions an employee has toward his job. On the other hand, Goris et al. (2000) have identified five main facets of job satisfaction which include the work itself, quality of supervision, relationships with co-workers, promotion opportunities and pay.

1.2 Statement of the problem

Job satisfaction of employees in any organization, as Conley *et al.* (1989) have indicated, is regarded as a main component of the work environment and one of the main factors determining organizational climate. In addition, Hoy and Misked (1987) have stated that job satisfaction is viewed as a decisive factor as to the general efficiency of an organization.

Job satisfaction is basically described as the feelings that an employee has about his/her job. Job satisfaction is an interesting topic to both people who work in organizations and people who study them. Job satisfaction can be formally defined "as the degree to which individuals feel positively and/or negatively about their jobs" (Steyn & Van Wyk 1999).

Employees experience a feeling of accomplishment if their desired expectations are met, that will ultimately determine the degree of satisfaction.

In other words, job satisfaction befalls when a job meets the, values, expectations and standards of an individual and will stimulate their commitment and performance (Gordon 1999). Higher will the level of job satisfaction if the degree of the expectations being met is greater. The report reveals that from the worker's perspective, the level of job satisfaction increases when he finds his work more interesting and different (Dinler, 2008; Wright & Davis, 2003).

A successful business organization normally considers the average employees as the primary source of productivity gains. For such organization, satisfied employees are the assets. Such employees are satisfied with their job and are inclined to be more energetic, ardent, inspired, and committed to their work (Syptaket al., 1999). The research report of Behavioral and social science reveals that job satisfaction and job performance are positively correlated (Bowran and Todd, (1999).

Job satisfaction is a key element of general satisfaction which gives employees energy to perform and continue his job adequately. Job satisfaction regulates the peace of mind, foster relaxation that leads to more enthusiasm and more innovative work (Maher, 2004). It gives the clear picture of completeness and accomplishment emanating from his work, a feeling which has nothing to do with money but a feeling of relief that the employee gets out of the work itself (Odwan, 1999).

Job satisfaction is the collection of tasks and responsibilities regularly assigned to one person, while a job is a group of positions, which involves essentially the same duties, responsibility, skill and knowledge". Job satisfaction has some relation with the mental health of the people. It spreads the goodwill of the organization. Job satisfaction reduces absenteeism, labour turnover and accidents. Job satisfaction increases employee's morale, productivity, etc.

Job satisfaction creates innovative ideas among the employees. Individuals may become more loyal towards the organization, Employees will be more satisfied if they get what they expected, job satisfaction relates to inner feelings of workers.

Naturally it is the satisfied worker who shows the maximum effectiveness and efficiency in his work.

Most people generalize that workers are concerned more about pay rather than other factors which also affects their level of satisfaction, such as relationship with co-workers, supervision, working condition, work itself and promotion. These conditions are less significant when compared to pay (PalaniTaluk - 2011).

Employees are the backbone of any organization. They are the most precious and important asset among all the asset of any organization. Job satisfaction is a part of employee life satisfaction. Also an employee and organizational performance can highly be affected by the challenges facing job satisfaction, such as dissatisfaction with work environment, lack of satisfactory of home life, together with person organizational goal.

A researcher found out a lot of claims and problems among employees which are the results of job dissatisfaction, while other employees are seems to be well off and very satisfied. This contradiction influenced a researcher to conduct a study and assess the levels of job satisfaction among employees at TANROADS, where by this study would like to assess factors influencing job satisfaction among employees at TANROADS Morogoro.

A number of studies have been conducted concerning job satisfaction in Tanzania and researchers come up with some factors which influence job satisfaction in the organization, such as pay/salary, supervision, co – workers, promotion and working environment, and at the same time the absence of these factors can lead to dissatisfaction.

Many studies conducted were focusing on some sector like education and health services, given the noticeable lack of studies addressing job satisfaction among Executive agencies in Tanzanian Public organizations particularly TANROADS. This study aimed to find out the intensity level of factors influencing employee's job satisfaction in TANROADS.

Despite the practical problem that this research resolve, there is a knowledge gap as there is a lack of enough research on job satisfaction to Executive agencies in Tanzania particularly TANROADS. The study contributes in the expansion of knowledge concerning employee's job satisfaction, particularly by finding out to what extent job satisfaction factors influence/affect employees performance in TANROADS.

1.3. Objectives of the study

The main objective of the study is to assess the factors influencing job satisfaction among employees of TANROADS in Morogoro Municipal.

1.3.1 Specific objectives

- 1) To determine which factors influencing job satisfaction to employees working in TANROADS
- 2) To determine the extent/intensity level of job satisfaction factors influencing employees performance in TANROADS
- 3) To determine the factors which contribute to employee's retention at TANROADS

1.4 Specific research questions

- 1) Which are the factors influencing job satisfaction to employees in TANROADS?
- 2) What is the intensity level of job satisfaction factors affecting employee's performance in TANROADS?
- 3) Which of the job satisfaction factors contribute to employee's retention at TANROADS

1.5. Significance of the study

- i. To increase the awareness of management regarding the condition of job satisfaction in TANROADS.
- ii. The study increase the existing knowledge regarding job satisfaction to the researcher and employees within a particular organization; TANROADS.

iii. The findings of the study helps the management to set up strategies for eliminating the factors causing job dissatisfaction and set strategies for improving job satisfaction of employees.

iv. The study is a partial fulfillment of requirement for the award of the Master degree of Business Administration in Corporate Management. It can be used as a reference by other researcher who wishes to do a research on the same field.

1.6. Delimitation of the study

This study was conducted at Morogoro Municipal specifically TANROADS. The study covers different departments and sections such as department of Human Resource, department of accountants, and department of Procurement, engineering, planning and stations/weighbridge stations.

However, it was focused on the assessment of factors influencing job satisfaction among employees of TANROADS in Morogoro municipal. That means the findings would not be generalized.

1.7. Limitations of the study

The study was conducted at Morogoro particularly TANROADS headquarter and other offices away from headquarter especially weighbridges stations – (Mikumi, Mikese and Kihonda weighbridges) at Morogoro. This study had several limitations that should be noted, as follows:-

First, the fund allocated for the study was insufficient. However since the researcher is aware of the situation, he manage to collect, analyze and interpret the data accordingly within the financial constraints.

Second, cooperation from some of the respondents was poor. Due to the nature of work, some employees are travelling a lot to other sites and other stations which make them not to be founded easily at their offices. Therefore, the researcher was required to use extra efforts to get the questions answered.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter concentrate on investigating what other researcher have said about job satisfaction, and also what is the appreciation and additional information as collected by the researcher, it include introduction, definition of concept, theoretical literature review which include measurement of variables, conceptual framework and empirical review

2.1 Definition of Concepts

Satisfaction refers to contentment experienced when a want is satisfied. Many researchers' claims that job satisfaction can be formally defined as the degree to which individuals feel positively and negatively about their jobs (Steyn & Van Wyk 1993). This is more so true, if employees desired expectations are met and then he or she will experience a feeling of accomplishment which will therefore determine the degree of satisfaction.

According to Rue and Byers (1994), job satisfaction is made up of 5 components such as attitude towards colleagues, general working conditions, attitude towards the education system, financial benefits, and supervision.

The concept of job satisfaction according to Robbins (2001:75-76) can be described as a general attitude towards one's job; the difference between the rewards received and what they actually believe they should receive. There are different facets to job satisfaction and the challenge to understand job satisfaction and its effects in an organization is easier said than done. This can be asserted by Mullins (2002:645-646), that job satisfaction is a complex and multi- dimensional notion, which can mean different things to different people.

2.2 Theoretical Literature

Job Satisfaction is a multifaceted construct with a variety of definitions and related concepts, where by many theories and articles of interest to managers have been studied in a variety of disciplines for many years to now. Social psychologist and scholars focus on job satisfaction because most people spend their life time for work and understand the factors that increase satisfaction is important to improve the well being of individuals in this facet of the living (Gruneberg, 1997).

Many researchers found that improving job satisfaction can reduce turnover and help maintain a stable and motivated workforce. Biswas (2011) found in his research that greater an employee is satisfied with his/her job, greater will be his/her organizational commitment. A satisfied employee is easy to be retained in the organization and like that organization is able to cut hiring cost of new employees.

In AnkitLaddha et al., (2012), it is said by Denton (2000) that employees that are satisfied and happy in with their jobs are more dedicated to doing a good quality job and taking concern of clientele that sustain the operation. Every person will have his or her own definition of what it means to be satisfied with a job. Ellickson& Logsdon (2002) supported Spector's view by defining job satisfaction as the extent to which employees like their work. Rashid Saeed et al., (2014), in his experiment with 200 telecom sector employees of Pakistan found that the key factors that contribute to employee job satisfaction are promotion, pay, fairness and working condition. Money and compensation play an important role in the job satisfaction of the telecom employees of Pakistan.

Theoretical studies suggest that there is no standard definition of what job satisfaction is (Scott el al. 2004). Simply job satisfaction describes how content an individual is with his or her job. The happier people are within their job, the more satisfied they are said to be. Job satisfaction is not the same as motivation although it is clearly linked. Job design aims to enhance job satisfaction and performance.

Also job satisfaction can be defined as the result of the interaction of the employees, value and their perception towards the job and environment (Yew, 2007). Job satisfaction can be measured by using rating scales where by employees report their reactions to their jobs. E.g. questions relate to rate of pay, work responsibilities, variety of tasks, Promotional opportunities, co-workers, and the work itself. ¹

Job satisfaction refers to the attitudes and feelings people have about their work. Positive and favorable attitudes towards the job indicate job satisfaction. Negative and unfavorable attitude towards the job indicate job dissatisfaction (Armstrong 2006), moreover, (Nusuridin and Ramaya - 2003) as cited by Yew, 2007 indicated that both task and organizational rewards contribute to job satisfaction. Task rewards are intrinsic rewards directly associated with the job such as interesting and challenging work, variety and opportunities to use ones skills, On the other hand, organizational rewards are the tangible rewards that are visible to others such as pay, promotion and comfortable working conditions.

Koontz and Weihrich (1988) have defined job satisfaction as a contentment experienced when a want is satisfied. They went further distinguishing between the two concepts which sometimes seem to be synonymous, that are the concepts of job satisfaction and motivation. Their main difference is that, motivation is the drive to satisfy a want (achieve an outcome) while satisfaction is experienced when the outcome has been achieved.

Moreover, Robins (2007) has defined job satisfaction as a collection of feelings that an individual holds his or her job. The writer went on to argue that, jobs require interaction with the co workers and bosses, following organizational rules and policies, meeting performance standards, living with working conditions which are often less than ideal and the like. In this sense, an employee's assessment of how satisfied or dissatisfied is he/she with his/her work is a complex summation of a number of discrete job elements.

¹ <http://en.wikipedia.org/wiki/>

According to Luthans, (1992) job satisfaction is the result of employee perception on how well the job provides those things which are viewed important, whereas Kanka, (2003) pointed out that motivation tools are instruments which prompt people towards job satisfaction or dissatisfaction. Therefore they must and capable enough to motivate employees to make their maximum efforts to accomplish the set goals.

Satisfaction can be classified as a "person's feelings of pleasure or disappointment resulting from comparing a product's perceived performance (or outcome) in relation to his or her expectations" (Kotler, 2003). Hence, job satisfaction being source of relief of tension caused by the gap between the expectations of the individual and unmet needs. It soaps up the apprehension of job dissatisfaction and factors associated with it thus helping the Managers to beacon employees' activities in a desired direction. In an organization the morale of the employees is considered to be deciding factor in the organization's efficiency (Chaudhary and Banerjee, 2004). It is justifiable to say that improving job satisfaction; managers, supervisors, human resource specialists, employees, and citizens in general are concerned (Cranny et al 1992).

In order to evaluate employee's work performance, the manager must consider employee job satisfaction because employee job satisfaction is related to employee service quality and employee work performance.

The definition of job satisfaction is the extent to which a person hopes, desires, and expectations about the employment he/she is engaged in are fulfilled. Therefore it can be summed as a collection of attitudes, feelings, beliefs and behavior one has towards his or her job.

2.3 Job Satisfaction Theories

We now look at different theories of job satisfaction, to determine how they can be utilized to improve job satisfaction.

2.3.1. Theory X and Theory Y

This theory was introduced by Douglas McGregor, it is an assumption about employees, and theory X and theory Y are two sets of assumptions about nature of people.

Theory X assumptions:- human being dislike work and will avoid it if they can, because of that people coerced, controlled, directed and threatened with punishment to get them work, the typical person lack responsibility has little ambition & seeks security above all.

Theory Y assumption:- this theory implies a more human and supportive approach to managing people,;- work is as natural as play or rest, people are not lazy, people exercise self-direction and self control to achieve objectives, they accept and seek responsibility, people are creative.

Therefore theory X is pessimistic, static and rigid, Theory Y is optimistic, dynamic and flexible. Thus each of the assumptions will affect the way managers carry out their managerial function, this theory is very usefully to the study as a research was able to understand and know the employees who fall under theory X or Y.

2.3.2 Herzberg's two-factor theory

In the late 1950s Frederick Herzberg developed a theory that there are two dimensions to job satisfaction, "motivation" and "hygiene". The work characteristics associated with dissatisfaction (hygiene factors) vary from those pertaining to satisfaction (motivators) in that motivators lead to satisfaction, although their absence may not lead to dissatisfaction.

According to Herzberg, motivators include job content such as responsibility, self – esteem, growth and autonomy. This high order needs and can result in job satisfaction. Granting employees more responsibility and creativity in their jobs is an example of motivator which may encourage them to exert more effort and perform better.

Motivation factors are like recognition, advancement, responsibility, achievement, possibility of growth and work itself. The presence of these factors in the job creates a motivating environment but its absence does not cause dissatisfaction.

Hygiene factors are features of the job such as policies and practices, remuneration, benefits and working conditions, corresponding to Maslow's lower order of needs. Improving these factors may decrease job dissatisfaction and thus increasing of motivators.

Hygiene factors are like organization policy, supervision, salary, job security, working conditions, status, interpersonal relations with subordinates, interpersonal relations with supervisors, internal relation with peers.

Thus their existence creates an environment for doing work, but factors themselves cannot motivate people to work. Hygiene factors their absence can dissatisfy people but their presence per se cannot satisfy people.

This study measure job satisfaction in two categories, including motivator and hygiene factors, which are related to Herzberg's theory.

2.4 Job Design and the Work Environment

Job design can be seen as an important factor influencing how employees feel and react to their job, thus affecting their performance and job satisfaction. According to Wood et al (2004), job design can be described as the planning and specifications of job tasks and the designated work settings where they are to be accomplished.

According to Smith (2002), people respond unfavorably to restrictive work environments so it is imperative for organizations to create a working environment that gives employees the ability and freedom to think, engaging and motivating the workforce to reach a higher level of job satisfaction.

Ayers (2005) suggests that the work environment should motivate employees to perform at their best and show commitment to the organization, enhancing work conditions to support the organization's mission and thus impacting on job satisfaction. The conditions under which jobs are performed can have as much impact on people's effectiveness, comfort and safety as the intrinsic details of the task itself.

2.5 Importance of job satisfaction

1. Job satisfaction improves performance

Happy workers are more likely to be productive workers, although it's hard to tell which way the causality runs. There is a review of 300 which suggest that the correlation between job satisfaction and performance is very strong.

As we move from individual level to organizational level, we also find support from for the satisfaction-performance relationship. When satisfaction and productivity data are gathered for organization as whole, we find that organizations with more satisfied employees tend to be more effective than organizations with fewer satisfied employees (Robbins, 2007).

2. Job satisfaction reduces absenteeism

There is inverse relationship, though based on pretty research evidence, between satisfaction and absenteeism. When satisfaction is high absenteeism tends to be low and vice versa. Employees who believe that their work is important than those who do not feel this way. It is worth mentioning that a high degree of job satisfaction will not necessarily result in low absenteeism, while a low level of job satisfaction is likely to bring about high absenteeism (Khanka, 2000).

3. Job satisfaction reduces turn over

Though there are other factors which contribute to turnover, satisfaction also contributes to it to some extent. Research uncovers a moderately negative relationship between satisfaction and turn over. High job satisfaction will not, in and itself, keep turnover low, but it does seem to help. On the other hand, if there

is considerable job dissatisfaction, there is likely to be high turnover (Luthans, 2005)

4. Job satisfaction increases commitment

It is typically assumed that job satisfaction will lead to organizational commitment (Bluedorn 1982, Loch and Steers (1975). This assumption is based on the logic that the more satisfied employees are with their jobs the more likely are to develop the necessary attachment to the organization and develop a stronger commitment. Allen and Meyer (1990) shows that the positive relationship between organizational commitment and satisfaction is the key consistence findings

5. Job satisfaction reduces work deviances

Job dissatisfaction predicts much specific behavior including unionization attempts, substance abuse, stealing at work, undue socializing, and tardiness. Researchers argue that these behaviors are indicators of broader syndrome that we will term deviant behaviors in workplace.

The key is that if employees do not like their environment they will respond somehow. It is not always easy to forecast exactly how they will respond. One workers response may be to quit, but another may take working time to do personal things (Robbins 2007).

In addition, important aspects influencing job satisfaction are contacts, meetings and relationships with co-workers or superiors (Rogelberg et al., 2010, pp. 149-172).

The benefits of having happy and satisfied employees, generally, satisfied people build positive relationships based on cooperation and effective teamwork with others, thus increasing communication and ensuring proper communication and effective conflict mitigation (Isen, 2005).

Satisfied employees mean reduced absenteeism, a high level of commitment to work, loyalty and permanence of employment, improved health and a lack of the desire to avoid work, simulated malaise and excuses to be absent from work, Argyle (2004). A high level of job satisfaction increases an employee's commitment to work and frees him from stress and burnout (Maslach, 2000, pp. 13-31, Laschinger&Iwasiw, 2004.), while the lack of job satisfaction results in increased absenteeism (Jachnis, 2008).

A satisfied employee is more loyal, because he sees more benefits in staying with an organization than with leaving it (Jachnis, 2008). A disgruntled employee often thinks about changing his job; however, if he decides to stay, his motivation is low and causes performance degradation not only in his own work but also in the overall performance of the organization (Wang, Yang & Wang, 2012).

2.6 Factors influencing employees job satisfaction

Baron and Greenberg (2003) states that the factors that lead workers to hold positive or negative perceptions of their jobs have been identified as follows:

2.6.1 Pay

There is no doubt that monetary rewards may play a very influential role in determining job satisfaction. As indicated by Arnold and Feldman (1996), pay can have a powerful effect in determining job satisfaction. Man has multiple needs and money provides the means to satisfy these needs, (Arnold and Feldman 1996).

Furthermore a desire for money stems from people's needs to satisfy their physical and security needs, whilst "go getters" view pay as a status and recognition symbol (Locke, 1976). Therefore the concept of pay or money may have different meanings to different individuals.

Chung (1977) also reminds that if salaries are not market related, this can lead to dissatisfaction and discontent. Educators may be grieved by the fact, that their experience and qualifications is not consistent to the salaries that they earn.

Nel, Van Dyk, Haasbroek, Schultz, Sono, & Werner (2004) concurs that staff members will compare with other employees to what they put in and get out from an organization.

2.6.2 The work itself

A staff member may be totally happy with the job conditions and the people they work with; but may dread the work itself. The ‘work itself’ will play a critical role in determining how satisfied a worker is with his or her job (Arnold and Feldman 1996).

Arnold and Feldman (1996), also state that employees should be entrusted with some autonomy in how they carry out their tasks, which will lead to his or her job satisfaction. This will bring about individuality and sovereignty in performing a job.

Moreover, some staff members may view their job as tedious and less stimulating. Nel et al (2004), indicates that people would rather prefer a job that is interesting, challenging and would create opportunities for self actualization and recognition.

2.6.3 Promotions

The level of promotion has a stronger impact on job satisfaction as compared to recognition and achievement. The promotion to the next level will result in positive changes such as pay, autonomy and supervision, (Arnold and Feldman 1996). However, Hoy and Miskel (1991), warns that those top achievers promoted too quickly can result in dissatisfaction amongst loyal, intelligent but less creative senior workers.

The human resources department, at most times, is constantly asked the question “does the job position entails opportunity for advancement (promotion).” Locke (1976) advocates that the wish to be promoted stems from the desire for psychological growth, the desire for justice and the desire for social stays. Management should therefore bear in mind, that promotion can serve as a very positive motivating tool in ensuring that the employee attains goals at a higher level.

2.6.4 Supervision

There has been a huge outcry from educators of the poor supervision in the education sector. Many staff has complained that their seniors lack human relations and supervisory skills. They have also made mention of the tremendous amount of favoritism and inequities that exist at management level.

According to Baron and Greenberg (2003), if workers view their superiors as fair and competent and sincere, the level of job satisfaction will be high. Furthermore, those workers that perceive their employers as unfair, incompetent and selfish will therefore experience a lower level of job satisfaction.

2.6.5 Working Conditions

The worker would rather desire working conditions, which will result in greater physical comfort and convenience. The absence of such working conditions, amongst other things, can impact poorly on the workers mental and physical well-being, (Baron and Greenberg, 2003).

Robbins (2001) advocates that working conditions will influence job satisfaction, as employees are concerned with a comfortable physical work environment. In turn this will render a more positive level of job satisfaction.

Arnold and Feldman (1996), promotes that factors such as temperature, lighting, ventilation, hygiene, noise, working hours, and resources form all part of working conditions. Educators may feel that poor working conditions will only provoke negative performance; since their jobs are mentally and physically demanding.

However, Arnold and Feldman (1996), warns that if working conditions are too favorable or the extreme, this could be taken for granted or ignored by most employees. In such a case the employee does not really appreciate his good working conditions, or if it is the contrary, this may not bother or affect him.

Moreover, the employee may use poor working conditions as an excuse to get back at management because they may feel that management does not appreciate or acknowledge their efforts or work done, Arnold and Feldman (1996). Having identified the various sources of job satisfaction, it is necessary to examine how these factors influence an individual's behavior.

This can be an essential aspect for the organization, as the variations in job satisfaction levels can impact negatively or positively on their jobs. Therefore the next section will highlight the consequences of job satisfaction.

2.7 The relationship between job satisfaction and job performance

Performance is the act of performing, doing something successfully, using knowledge as distinguished from merely possessing it. A performance comprises an event in which generally one group of people (the performer or performers) behaves in a particular way for another group of people.

In line with predictions, job ambivalence was found to moderate the relationship between job satisfaction and job performance. Whereas higher job satisfaction was related to a higher supervisor rating of the individual's job performance when the individual experienced little ambivalence regarding the job, job satisfaction and job performance were unrelated for individuals who experienced a high level of ambivalence regarding their job.

2.8. Empirical Literature Review

Balozi (2011) conducted a research regarding Human Resource practices and job satisfaction, a case study of Tanzania Public Service College. Six dimensions of HR practice namely career development, staffing, training and development, performance appraisal, incentives and employee relations were tested against job satisfaction. All the six dimensions of HR practices were positively related to job satisfaction, with training and development showing the strongest contribution to job satisfaction.

Samina Qasim et al [2012], indicated that among four factors, work environment has the highest magnitude that is contributing towards the highest level of job satisfaction of a multinational company's employees of Pakistan.

Kimwaga (2004), in his research on investigation in the factors which influence employees job satisfaction in the organization, a researcher came out with the finding which shows that job dissatisfaction has been a major factor leading to absenteeism, stress, labour turn over, depression, poor performance, and cause the employees to dislike their job in many organizations and companies.

Wong and Heng (2009), identified the factors that measure job satisfaction of faculty members at two selected and major universities in Malaysia, using ten major factors corresponding to job satisfaction using the Herzberg Two-factor Theory to determine how these selected factors are related to job satisfaction of Malaysian faculty members.

The conclusions drawn from this study are that the major sources of job satisfaction for Malaysian faculty members are shown to be policy, administration, and salary. The relevant sources of dissatisfaction are personal achievement, personal growth, interpersonal relations, recognition, responsibility, supervision, the work itself, and the overall working conditions.

Gumbwa (1994) has shown that the importance of effective and efficient management of human resources in organizations is to increase employees' job satisfaction. The researcher emphasizes the importance of proper management of teaching and supporting staff so as to participate in execution of training and learning successfully. This study also proves that, satisfied employees will be more committed to their organization and offer high quality service to customers.

Maniram (2007) conducted a study, on the factors affecting job satisfaction at the KwaZulu Natal Further Education and Training College; they discovered that most of the academic staff draw their job satisfaction from having a positive working

relationship with management, their relationships with their peers, their training needs and the training provided from the college, and the condition of their staff room.

It was found that educators mostly derive their job dissatisfaction from the absence of recognition for work done, remuneration and the benefits that they receive, company policies and practices, achievement and advancement, feedback and communication, the ability to work independently and creatively and the general working conditions of the college.

Parvin et al (2011), evaluated job satisfaction of employees in different pharmaceutical companies in Dhaka. The result shows that salary, efficiency in work, fringe supervision, and co-worker relation are the most important factors contributing to job satisfaction.

Hence this research was mainly undertaken to investigate on the significance of factors such as working conditions, pay and promotion, job security, fairness, relationship with co-workers and supervisors in affecting the job satisfaction.

Rashid et al (2013), conducted a research on Factors Influencing Job Satisfaction of Employees in Telecom Sector of Pakistan, the results deduced represent employee relations, salary, fringe supervision and efficiency as the most important factors influencing job satisfaction.

Hence, this research was mainly undertaken to investigate on the significance of factors such as working conditions, pay and promotion, job security, fairness, relationship with co-workers and supervisors in affecting the job satisfaction.

The commonality between these previous researches is the agreement that certain factors are more important than other factor of job satisfaction and that these factors may change from one employee to another and depending on a certain organization. These previous studies have also been taken using different methods, from case study, questionnaires, face-face interviews, but their outcomes have not differed significantly.

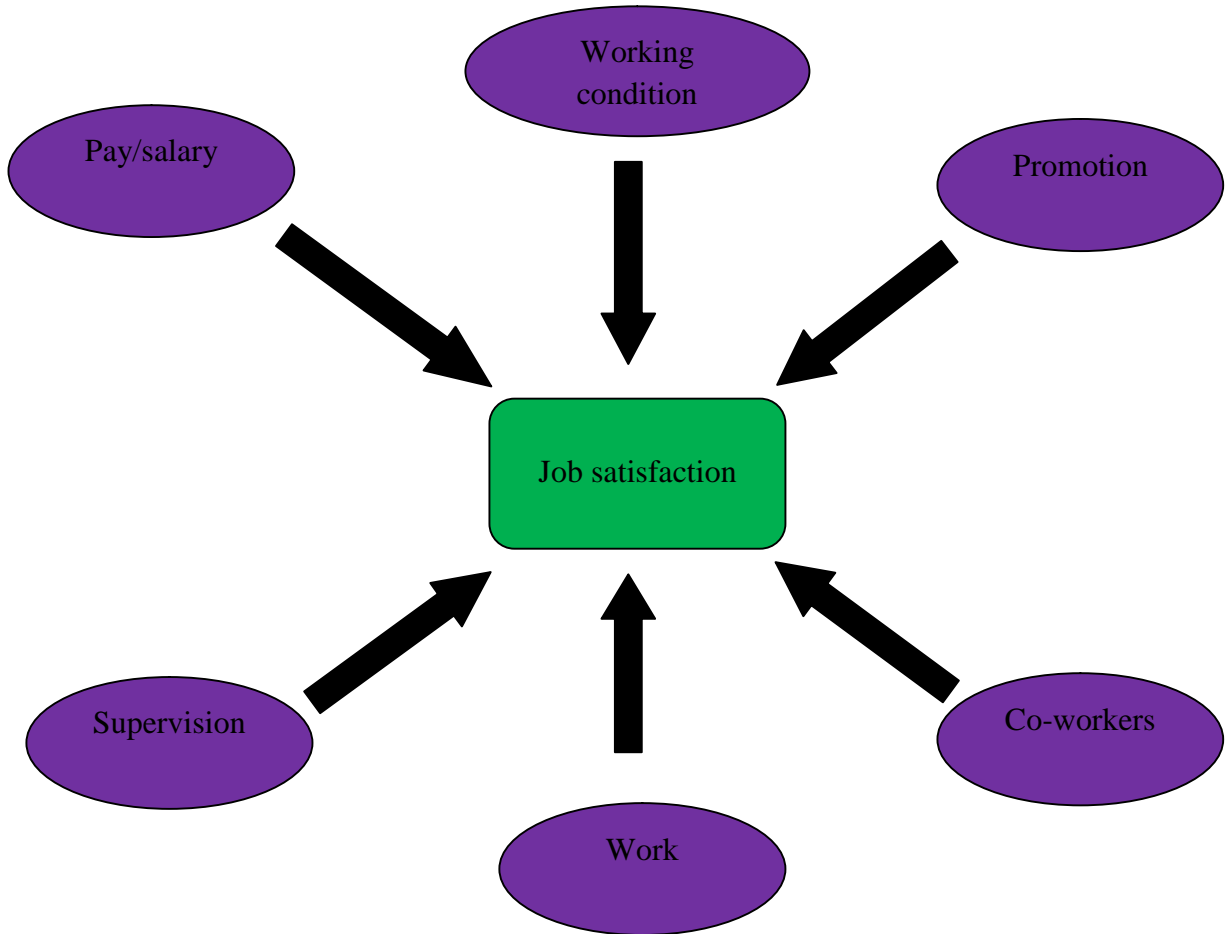
A possible explanation could be due to the fact that even though these studies were carried out using different methods and target population, the job satisfaction factors remain same. The literature used in this thesis covers a wide range of time period, highly relevant and useful for addressing the purpose of this thesis

2.9. Conceptual framework

Minde (2008) defines conceptual framework as narrative outline presentation of variables to be studied and hypothetical relationships between and among variables. It shows variables which have influence on dependent variables.

Conceptual frame work is important in any research because it helps to streamline the focus of research, confine literature review, analysis or discussion to only hypothesized variables and their indicators. The conceptual framework of this work posits that job satisfaction is determined by different factors such as pay, promotion, co workers, working conditions, the work itself and supervision as stipulated in figure 1. Below:-

Figure 2.1; Conceptual framework



Determinants of job satisfaction source; Khanka (2002)

2.10. Measurement of Variables

Job satisfaction and other variables for this study were measured by means of five- point Likert –type scale, with scale responses varying from: Very dissatisfied (1), Dissatisfied (2), Neutral (3), Satisfied (4), Very satisfied (5). But also, a study included personal information of each respondent such as age, gender, marital status, levels of education, length of service in the organization.

2.11 Conclusion

This chapter has highlighted the importance of job satisfaction in the workplace. It has reflected why job satisfaction has such an important impact on an organization. This was explained more clearly, by discussing the various definitions by different researchers and theorists.

The review also highlighted theories of job satisfaction (Herzberg's Two Factor Theory and Theory X and theory Y) as this is relevant to this study. This review also included studies conducted by other researches which pertained to schools. Also this part shows the factors affecting job satisfaction.

Thus, management should not be ignorant of these factors as it may have negative impact to the organization too. Such consequences of job satisfaction had to be included so that management can address potential problems that may arise.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

Research methodologies are ways that are used in conducting research that is a science of studying how research is conducted scientifically (Kothari 2004). This implies examination of various steps that are adopted by researcher in studying research problem with logic behind them.

Therefore this chapter provides the procedures that were used in conducting the study about the assessment on the factors influencing job satisfaction among employees of TANROADS in Morogoro Municipal. It includes research design, area of the study population of the study/unit of inquiry, data collection methods, sample and sampling techniques and data analysis techniques.

3.1 Research design

Research design is a design that specified how data should be collected and analyzed. The researcher used case study design as it focuses on a single social unit or organisation. In this study, the data were collected from TANROADS in Morogoro Municipal.

The method is useful since it helps to create conclusive environment so as to associate various evidences from observations, interview and documentation, the method helps to reduce limitations caused by lack of money and limited time in carrying out the study. This design is also selected because it employs a variety of techniques in data collection, such as historical methods, descriptive methods where a factual picture is needed, interviewing and questionnaires which was also used in this study.

3.2 Area of the study

The study was conducted at TANROADS in Morogoro Municipal. The study area is preferred because it was convenient to the researcher in obtaining data and therefore it was selected based on efficiency. TANROADS Morogoro headquarter offices are located in Morogoro municipal few kilometer from TANESCO's Offices and nearby Ujenzi office's Morogoro.

3.3 Population of the study

Methodologically, Population according to Nachmias, (2008) is "the aggregate of cases that conform to some designated set of Specifications". The population of this study comprises TANROADS employees at Morogoro, including employees of TANROADS at Morogoro headquarter and those who are working at weighbridge stations such as Mikumi, Mikese and Kihonda.

3.4. Sample size

The total number of the employees at TANROADS were 127, and the research sample size was 86 employees, whereby 30 employees were taken from 3 weighbridge stations Mikumi, Kihonda, and Mikese, 6 employees from HR office and registrar office, 7 from accounts, 9 from Procurement department, 4 managers offices, 17 from engineering, 6 tenders & bidding and 7 employees from planning office. But the respondents were only 56 and that was the study sample size of the respondents.

The size was selected depending on the number of employees in the certain department or section and the distance from one station to another for those who work in the weighbridge stations. But also, it was depending on the availability and presence of some employees who are not always working at the office, they are moving from one site to another for field work.

3.5. Sampling techniques

This area is about the method of selecting the sample that was used in this study, in which both probability and non probability sampling techniques were used. Sampling procedures that were employed by the researcher include the following:-

3.5.1. Simple random sampling

Simple random sampling as defined by (Jamal and Kamuzora-2008) refer to probability sampling whereby all members in the population have equal chance of being selected to form a sample.

This sampling technique was employed to draw a sample from the various departments and units. The researcher used the method by writing down all names of employees from each department and chooses randomly by ticking the names of employees to form a sample of respondents.

3.5.2 Convenience sampling

Due to the fact that some of the employees were not cooperative and did not want to be interviewed and others were working very far from headquarter offices, then the researcher decided to use convenience sampling technique. The researcher selected a sample by looking on the available and presence of the employees who are willing and able to respond to the questionnaires.

3.5.2. Purposive or judgmental sampling

The purposive sampling technique was employed to draw a sample of Heads of departments who and have information such as criteria, rules and guidelines of the organization on employees job satisfaction. Through this technique one manager and two 2 heads of departments were selected purposively and interviewed.

This technique helped the researcher to select a sample which believes with yield the most comprehensive understanding of the subject under study.

3.6 Data collection methods

The study used two sources of data, i.e. primary and secondary data. Primary data means data directly collected from the area of study while secondary data means data from secondary sources like books, journals, reports and speeches.

The study used both primary and secondary data sources and the tools that were used include; observation, questionnaires, interviews and documentation.

3.6.1. Primary source of data

The primary data are those which are collected afresh and for the first time, and thus happen to be original in character (Kothari, 2004). Primary data were necessary in order to get relevant, original and reliable first hand information about the problem under study. The following methods were used in collecting data.

3.6.1.1 Questionnaires

This is a list of pre-determined questions written on paper and given to the respondents in absence of the interview to obtain data from subordinates and ordinary employees at low level. It is a schedule of questions in which respondents fill in answers (Ndunguru, 2007).

The questionnaires were composed to include both open-ended and closed-ended questions where by the respondents fill the empty space by giving their own opinions and tick to the appropriate answer. Some variables which were measured by questionnaires were like salary/pay, supervision, work itself, co-workers, working condition and promotion. The questionnaires were applied to all common employees except top management.

3.6.1.2 Interviews

This involves a researcher by asking questions orally and the respondent giving in oral responses.

Face to face interview method was used to the senior officials and supervisors since they have limited time and has less time to spend filling questionnaires.

The researcher also occasionally used interview to get more clarification on the data that were collected through questionnaires because some of the answers in the questionnaires were very short to be understood clearly by the researcher.

The interviews were also enrolled to supplement the unanswered questions on the questionnaires. A researcher made an appointment with each of the top management member for the interview, because of the shortage of time and lot of things to do, the interview took 15 to 20 minutes only. The interview items were mainly derived from the structured questionnaires and are presented in Appendix 2.

3.6.1.3 Observation

This is a non-verbal method of data collection. The researcher also gather information through day-to –day activities operated in TANROADS offices in Morogoro. Observation helped the researcher to acquire relevant information as far as the study is concern, e.g. a researcher was able to observe the behavior of the employees as how they are affected by job dissatisfaction factors like working environment and lack of good facilities.

3.6.2. Secondary source of data

Secondary data means data that are already available and have already been collected by someone else. When the researcher utilizes secondary data, then he has to look into various sources from where he can obtain them (Kothari, 2004).

3.6.2.1 Documentation

This method involves reviewing the existing records and various literatures relating to job satisfaction. This method was used to get high quality secondary data from various published and unpublished materials.

Documentary data was obtained from office records and documentation including minutes of the meetings, letters, reports and the administrative files and other related records. Other data was obtained from government records and documents such as circulars, directives, policies, Acts, and reports. Data from documentary search complements the data and information generated through interviews. Books and journals were used to shape the direction of the research.

3.7. Data analysis techniques

Both qualitative and quantitative techniques were used in data analysis. The former involve factual and logical interpretation of data that were obtained in TANROADS Morogoro Municipal. Descriptive statistics such as tables and charts were also used to present study findings as they enhance clarity and precision in presentation of study findings.

CHAPTER FOUR

PRESENTATION AND DISCUSSION OF THE FINDINGS

4.1 Introduction

The purpose of this chapter is to present and discuss the main findings of the study. The first part presents and discusses the general information and characteristics of the sampled respondents; the second part discusses the determinants and levels of job satisfaction of the TANROADS employees. After presenting the level of job satisfaction of the employee then the third part is about the discussion on the factors which contribute significantly to employee's retention at TANROADS.

Total population of the employees at TANROADS was 127, and the sample size was 86 employees, but the respondents who filled the questionnaires were 56 from all departments of the organization.

4.2 General information and characteristic of the respondents

The general information and characteristics of the respondents included age, sex, marital status, salary, job position and working experience. The information are analyzed and discussed in the following subsections.

4.2.1 Sex of the respondents

The first important factor considered was sex; from the list of all TANROADS employees, the total number of employees at TANROADS was 127, which include 102 (80.3%) males and 25 (19.7%) females. The results indicate that males are much considered and employed with TANROADS than females as the majority of staffs were males.

For the case of this study, the total number of respondents was 56, where by the males respondents were 37 (66%) and female respondents were 19 (34%), the results are stipulated on the table below:-

Table 4:1 – sex of the respondents

		Frequency	Percent
Valid	MALE	37	66.1
	FEMALE	19	33.9
	Total	56	100.0

Source: - Research data of 2015

The finding shows that males are highly employed by TANROADS than females. This is caused by the nature of some works at TANROADS which needed to be performed by males, e.g. building jobs at sites, night working duties at weighbridge. And the other reason mentioned was; there are few females who studied engineering subjects or courses, which make them to be few on the market to be employed for engineering works.

4.2.2 Age of the respondents

Another consideration was age of the respondents; the ages of the respondents vary in between 24 – 60 years and above. The findings and distribution of age show that 14 (25.0%) of the respondents were between 20 – 30 years, and 30 (53.6%) were between the ages of 31 – 40. However, 6 (10.7%) were aged between 41 and 50, 2(3.6%) were aged between 51 and 60, and 4 (7.1%) respondents were above 60 years.

Therefore, the results show that the majority of the employees at TANROADS are youth, as they are ranged between the ages of 20– 40 which give the total of 44 (78.57%). as stipulated on the table below:-

Table 4.2: Age of the respondents (n=56)

	Frequency	Percent
Valid		
20-30	14	25.0
31-40	30	53.6
41-50	6	10.7
51-60	2	3.6
60+	4	7.1
Total	56	100.0

Source: - Research data of 2015

The results imply that, the majority of respondents are youth. By the use of observation and documentation, it seems that many adult employees are about to retire and at the current moment TANROADS require a lot of youth workers who are fit and match with organizational target, in order to smooth the process of achieving organizational goals. Moreover, as it was said by one of the respondents; - *the organization requires a lot of youth who are expert on special fields of the organization, who can bring changes which can lead to the achievement of national goals.*

4.2.3 Working experience

The results show that, 6 (10.7%) of respondents especially those who are working on weighbridge stations and employed in terms of contract had the working experience of less than a year. This happened due to the terms of employment, policies and working condition which lead them to work for short period of time and leave, while others were terminated due to unethical behavior.

However, 22 (39.3%) of respondents who were employed for temporary terms had working experience of 1 – 5 years as they apply frequently and continuously after the end of the employment contract. 13 (23.2%) respondents had experience of 6 - 10 years, and 7 (12.5%) were having the experience of 11 – 15 years while 8 (14.3%) respondents were having the experience of 16 and above.

Table 4:3 working experience

	Frequency	Percent
Valid LESS THAN A YEAR	6	10.7
1-5	22	39.3
6-10	13	23.2
11-15	7	12.5
16+	8	14.3
Total	56	100.0

Source: - Research Data of 2015

The results indicate that, the majority of respondents have a working experience of less than 10 years, as they give a total number of 41 (73.2%). This implies that a large number of respondents had low working experience.

A researcher find out that, the Organization relied much on short term contract to some fields which needed to employ many employees. A researcher asked “why little working experience to majority of respondents?” and some of respondents said that, *the reason is some of the employees are employed for 1 year contract and they renew after the end of another, especially those who are working on sites and weighbridge stations which make them to have low working experience compared to those who are permanent.*

4.2.4 Marital status

Marital status can be used to measure or identify the level of satisfaction of the workers. Human being differ in needs and wants, some of them their differences depend on the marital status position or situation they are, even though it is not applicable to all. For example married person demand a lot to satisfy himself and his family; from the result it shows that 23 (41.1%) were single, 25 (44.6%) were married, 6 (10.7%) were widow, and 2 (3.6) were divorced.

The findings indicate that, the majority of staffs 31 (55.3%) were married, including widows who lost their spouses. However there is a little difference compared to the employees who are not married 23(41.1%).

Table 4:4. Marital status

		Frequency	Percent
Valid	SINGLE	23	41.1
	MARRIED	25	44.6
	WIDOW	6	10.7
	DIVORCED	2	3.6
	Total	56	100.0

Source: - Research Data of 2015

This imply that, job satisfaction have effect on marital status. As from the interview, a researcher was able to ask a question like ‘is there any relationship between job satisfaction and marital status’? And majority of respondents reply that yes there is. In one way or another, a human being life and the change of marital status have close relationship with job satisfaction. Since an employee is well satisfied with a job then can decide to settle with a job and make a family by being married. Furthermore, job can influence an employee to make a family, by the fact that when a person is satisfied with his job and life off job as well can be able to handle family responsibilities depending on how his job satisfaction goes in hand with the changes of life.

As from the findings, TANROADS employees are free to engage in welfare matter as long as there is no effect on their performance. Even though on the other side some works gives no room for family matters especially to those who are working on sites and stations. E.g. some employees are working 12 hours and above including night shifts, this has a lot of effect to a married person.

4.2.4 Job position

As stipulated on the table below, the findings from the respondents show that 24 (42.9%) were holding the position of the operators, 5 (8.9%) were managers, including lines managers. Also large numbers of the respondents were engineers and some employees who are doing the same works from different departments are 26 (46.4%), and 1 (1.8%) was in other employees at TANROADS.

Table 4:5 job positions

		Frequency	Percent
Valid	OPERATORS	24	42.9
	MANAGER	5	8.9
	ENGINEERS	26	46.4
	OTHER	1	1.8
	Total	56	100.0

Source: - Research Data of 2015

Findings reveal that the majority of the respondents were engineers and some staff who support engineers from different departments 26(46.4%), followed by weighbridge operators 24(42.9%). From the findings it show that weighbridge operators are leading in reporting claims to human resource department related to their position and job satisfaction because of; they don't have promotions, low salaries and poor working condition, this lead them to be not satisfied with their job and looking for other jobs which can satisfy them. A researcher got evidence from the human resources officer who show *some claims from employees related to job satisfaction matters and explains a lot on complain from employees, especially weighbridge operators.*

4.2.5 Education level

Level of education of the respondents was another issue in which a researcher was interested; the results show 12 (21.4%) of respondents had certificates, 13 (23.2%) possessed diploma, 24 (42.9%) were holding bachelor degree, and 7 (12.5%) hold masters degree and above qualifications.

Table 4:6. Education levels

		Frequency	Percent
Valid	CERTIFICATE	12	21.4
	DIPLOMA	13	23.2
	BACHELOR DEGREE	24	42.9
	MASTERS AND ABOVE	7	12.5
	Total	56	100.0

Source: - Research Data of 2015

TANROADS as an organization has its policies and scheme of service when it comes to the recruitment process. Through those policies, the organization was able to employ people they want depending on the needs and requirements. By using different methods of data collection, the researcher found out that majority of the employees possess bachelor degree and above from different universities 31 (55.4%). By having these employees TANROADS became very successful in achieving its goal through proper utilization of the competence given by expert employees on their fields.

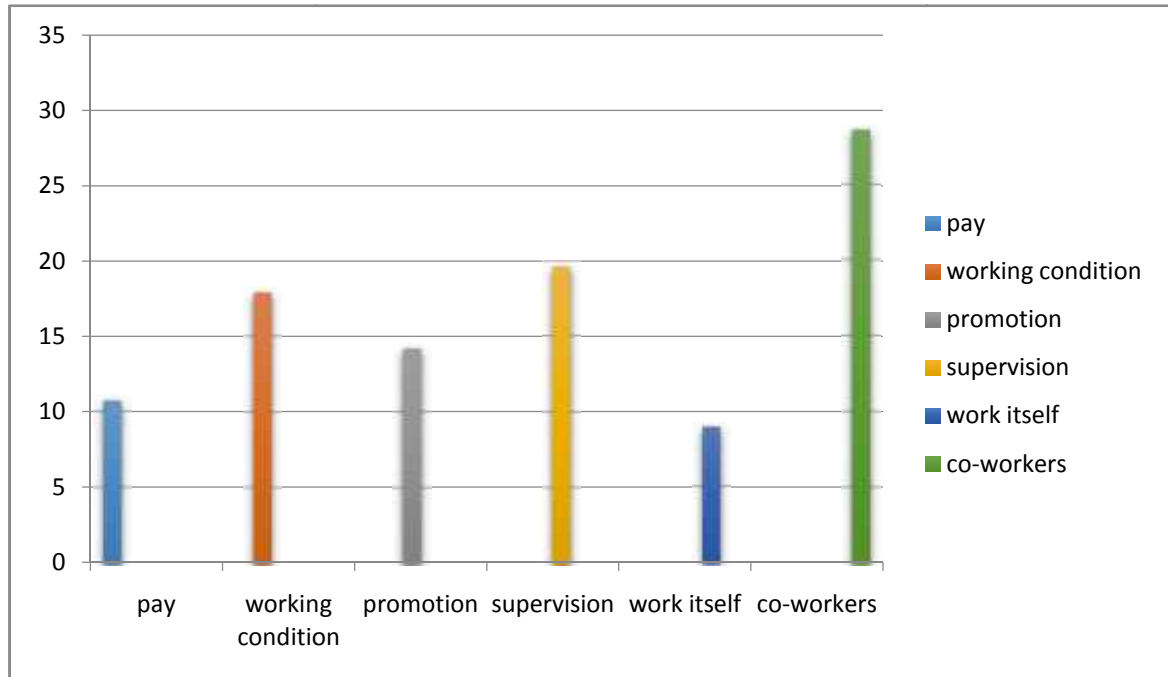
4.3: Factors influencing Job Satisfaction

The first and foremost objective of this study was to look at the factors influencing job satisfaction. According to Tyson (2006), some characteristics produce psychological states that can lead to job satisfaction, motivation and improved performance which include skill variety, task identity, task significance, autonomy and feedback.

Job satisfaction shows how much an employee likes his work as well as the level of his preoccupation with work, therefore it portrays a sense of comfort and positive experience that an employee has related to his job.

As from the main objective of the study, the following are the findings collected on the case of factors influencing job satisfaction at TANROADS:

Figure 4.1: Factors influencing job satisfaction and its percentage



Source: Research Data 2015

4.3.1 Pay

The researcher wanted to know if pay has something to do with the employee's job satisfaction. It was revealed that; 6(10.7 %) agreed that pay is among the factors that influence job satisfaction among the employees at TANROADS, 28(50%) disagreed, while 22(39.3%) said they don't know/neutral.

Normally, availability of basic and social needs is essentially enhanced by pay. Through money is where respect and status of oneself is gained, thus money facilitates the ability of accommodating human needs. Armstrong (2010) reveals that employment relationship starts with an undertaking by employee to provide skill and effort to the employer in return for which the employer provides the employee with a salary or wage.

Thus from the results obtained it was witnessed that 50% of TANROADS employees disagreed by arguing that pay is not such a biggest factor for an employee to be satisfied with the job he/she is holding, other factor like co – workers who can help each other in good and bad times than pay, working environment and nature of the job can satisfy an employee a lot. While only 10% of the respondents were in favor of pay as a factor for satisfaction. Therefore this is an indication that most of the employees believe on other factors that can bring about job satisfaction rather than pay.

4.3.2 Working condition

On the other hand there was a need by a researcher to know if the working condition has an impact with the employees job satisfaction whereby 10(17.9%) of the respondents agreed that working conditions have impacts on satisfaction of employees with their jobs, 12(21.4%) disagreed and the rest 34(60.7%) revealed that they don't know.

Usually working condition includes the working environment and all existing circumstances affecting labor in the workplace, including job hours, physical aspects, legal rights and responsibilities.

Evidence from the study revealed that most of the employees (60.7%) are unaware of the power of the environment they are working in relation to satisfaction towards their jobs. Since the largest group disagreed, it shows to be dissatisfied with the TANROADS working environment. The results indicated that employees operating on weighbridges are facing poor working environment which hinder them to provide proper services to their customers. This was evidenced by the operators them self by *explaining and showing physically the poor working environments at their offices and supporting it by mentioning the lack of facilities to help them to implement their duties well.*

4.3.3 Supervision

A researcher also intended to know whether supervision is highly associated with job satisfaction at TANROADS. 11(19.6 %) of the respondents agreed by saying that a well

supervised employee tends to be satisfied, 9(16.1 %) disagreed and the remaining group of 36(64.3%) said they didn't know.

Supervision is a delicate function, which involves the application of interpersonal skills by an individual who takes control over his subordinates. Interaction between ordinary employees and their bosses is as crucial as there is a demand for observing organizational rules and policies, meeting performance standards etc. In some situations, supervisors can gear improved results while in others can detract from the effectiveness of the staff.

Using appropriate supervisory intervention in the workplace, there could be consistently improvement on team's performance, thus a good supervisor should encourage practices such as good reward management systems, educating, mentoring, rewarding and tracking results in praising effective work and correcting errors.

Therefore from the collected data it is revealed that majority of respondents had faith on supervision even though majority 36(64.3%) replied that they are neutral on supervision element. Supervision seems to be an important ingredient that if properly handled can bring about employee job satisfaction compared to the two earlier above mentioned factors (pay and working condition).

11 (19.6%) Employees from TANROADS said that they feel more free working or being under a supervisor who is not harsh to them unless in case of unaccomplished tasks and disciplinary matters. On the other hand 9(16.1%) of the respondents indicated that some of their supervisors are not treating them fairly and this made them working under low morale; hence undesired performance.

4.3.4 The work itself

Also this research aimed at knowing the nature of the work and the job satisfaction relationship, to see if job satisfaction in one way or another is affected with the given type of job.

From the results it was revealed that only 5 (8.9%) respondents agreed by believing that the nature of the job affects job satisfaction of a given employee, 30(67.9%) disagreed, while 13 (23.2%) were neutral.

Job satisfaction can be affected by the content of a given job thus employees tend to be pleased and satisfied if they exactly feel that the job provides opportunity whereby they can apply their skills and abilities and also if there are moderate challenges.

Arnold and Feldman (1996), state that employees should be entrusted with some autonomy in how they carry out their tasks, which will lead to their job satisfaction. This will bring about individuality and sovereignty in performing a job. Also Nel et al (2004), indicates that people would rather prefer a job that is interesting, challenging and would create opportunities for self actualization and recognition.

Despite the fact that the nature of the job itself seem to have some effects on employee job satisfaction, only (8.9%) of the respondents believed that the job's nature can influence satisfaction of an employee. This leave behind a huge group of respondents who didn't consider work itself to be a strong factor for bring out one's satisfaction. This demonstrates that an individual can stay in a given job no matter how horrible or attractive it might be seen as long as he/she is satisfied with the other factors.

4.3.5 Co-workers

The results obtained show the existence of co-workers relationship had influence on employees job satisfaction as 28(50%) respondents agreed with the above mentioned statement, only 8 (14.3 %) disagreed, while 16(28.6%) said they didn't know.

Job satisfaction of an individual employee is affected with friendly, supportive and competent atmosphere from their co-workers. Usually employees working under a compatible environment with work groups are more projected to satisfaction with the job as he is exposed to meet with advice and other assistance from his colleagues.

Taking into account the information from the collected data it can be argued that many employees thought that whenever there is a satisfactory level of co-workers relationship tends to influence employees job satisfaction and eventually this contributes a lot in retaining the potential employees for the betterment of the organization.

This factor is therefore considered to be the most influential factor towards the employee job satisfaction. Co - workers seems to satisfy majority of respondents at TANROADS as the evidence of 16(28.6 %) respondents who proved that. At TANROADS employees feel more secured, as they exactly know that they have a firm companion whom they share aspects that affects their life on the job and off the job life.

3.3.6 Promotion

It was also intended by the researcher to find out to what extent is promotion practiced by TANROADS affects its employee's job satisfaction. 14(25%) agreed that promotion helps in imparting elements of satisfaction with the job by an employee, 9(16%) disagreed while 23(41%) said they didn't know.

Promotion is an important aspect of workers career and life that affects other factors of work experience whereby they are exposed to the movement from their current job position to higher position thus composed of important aspect of workers labour mobility, often attached with substantial wage increases.

Most of the time promotions place individuals into different jobs where their skills can be utilized in an effective manner. However it must be remembered that not all promotions carry an increase in supervisory responsibilities or significant changes in tasks.

It therefore observed from the collected research data that an average percentage 8(14.2%) of employees weighed promotion as a road map to employee's job satisfaction. Generally, from the findings it is observed that the majority of the

respondents (28.6%) were in favour of co-workers as the most influential factor on employee's job satisfaction at TANROADS.

4.4 Level of job satisfaction among TANROADS employees

Another objective of this study was to determine the level of job satisfaction factors, and to what extent job satisfaction factors influence employee's performance. Different job satisfaction factors were identified and measured among TANROADS employees.

4.4.1 Satisfaction with the job

The findings from the respondents show that only 2 (3.6%) were very satisfied with their jobs, 11 (19.6%) were satisfied with their job, and 10 (17.9%) were just neutral with no clear answer. However, 17 (30.4%) were not satisfied and 16 (28.6%) said that they are not very satisfied with their current job. The findings indicate that the majority of the respondents 33(59%) were not satisfied.

From the explanation of the respondents it shows that lack of other factors of job satisfaction lead to job dissatisfaction, especially factors like salary, bad working environment and lack of promotion makes them not to like their current job.

Table 4:7 satisfaction levels on job

		Frequency	Percent
Valid	VERY SATISFIED	2	3.6
	SATISFIED	11	19.6
	NEUTRAL	10	17.9
	NOT SATISFIED	17	30.4
	NOT VERY SATISFIED	16	28.6
	Total	56	100.0

Source: Research Data, 2015

The results imply that, majority of the TANROADS employees were not satisfied with their job, as the results indicate that 33(59%) were not satisfied, and their level of satisfaction was low. This was caused by poor management on other factors of employee's job satisfaction, some respondents complained on low salary, bad working

environment and lack of promotions. As the matter of facts, a researcher got evidences from some of the heads of department who are also replied that *they are not satisfied with their current job as they are not satisfied with other essentials of job satisfaction.*

4.3.2 Job satisfaction on salary

Kalleberg (1977) &Voydanoff (1980) have revealed that monetary compensation is one of the most major vivid variables for job satisfaction. “Salary was found to be the key aspect for the drive and job satisfaction.

From the findings shows that 3 (5.4%) are very satisfied with their salary, 6 (10.7%) of respondents were satisfied, 8 (14.3%) were neutral with undecided answer, 24 (42.9%) were not satisfied with the salary that they receive, and 15 (26.8%) were not very satisfied with their salary.

Table 4:8 satisfaction levels on salary

		Frequency	Percent
Valid	VERY SATISFIED	3	5.4
	SATISFIED	6	10.7
	NEUTRAL	8	14.3
	NOT SATISFIED	24	42.9
	NOT VERY SATISFIED	15	26.8
	Total	56	100.0

Source: Research Data, 2015

Depending on several changes occurs globally, money plays a big role in the accomplishment of everything in this world. Thus in order for a person to achieve his objectives then he is needed to work hard and make money to satisfy his needs. Also an employee is needed to work hard in order to cope with the rising expenses of life, where money becomes a source of power, respect and authority.

From the findings it is revealed that the majority 39(69.7%) of the respondents were not satisfied with their salary. This is caused by the low salary given and the rising expenses of life. Other respondents explain that, the work that they were doing was not relating

with the amount of money/salary that they receive. Others complained over a lot of deduction from their salaries which make them unsatisfied.

Some of the respondents evidenced that *pay is just a factor but it does not satisfy them*. Thus makes them unity and form groups of SACCOS and VICOBA to support them financially. And additionally this can be a reason to why employees are very satisfied with the co – worker factor.

4.3.3 Job satisfaction on co – workers

This includes daily cooperation and personal interaction at work. Working friendly by assisting and helping each other at work can make a person be motivated and be satisfied with the interaction, which can influence an employee to stay at work no matter what.

The findings show that 22 (39.3%) agreed that they were very satisfied with the cooperation and interaction with their co-workers, 21 (37.5%) were satisfied, 10 (17.9%) were neutral, 1 (1.8%) were not satisfied with co-cooperation, and 2 (3.6%) were not very satisfied.

Table 4:9 satisfaction levels on co - workers

		Frequency	Percent
Valid	VERY SATISFIED	22	39.3
	SATISFIED	21	37.5
	NEUTRAL	10	17.9
	NOT SATISFIED	1	1.8
	NOT VERY SATISFIED	2	3.6
	Total	56	100.0

Source; Research Data, 2015

The results imply that, the majority of the respondents 43(76.8%) were happy and very satisfied with the cooperation and interaction with their colleagues at work place. This means and shows that employees at TANROADS are very cooperative and interactive. The results show that the interaction between employees makes them live like relatives

and help each other in all situations. Some respondents evidenced by saying that *co – worker is the most influential factor, as this relationship make a bond between them and work as a team at work and off work.*

4.3.4 Job satisfaction on working environment

Working environment is most important factor concerned by the employees. Working environment can satisfy or dissatisfy an employee. According to George & Jones (1999), because of poor working conditions, many employees feel dissatisfied. The working conditions include office space, equipments, comfortable chairs, air conditioning, tools etc. When working environment is good for an employee, then his/her productivity level automatically goes up.

Stephen P. Robbins (2001) advocates that working conditions will influence job satisfaction, as employees are concerned with a comfortable physical work environment.

The results from the respondents show that 8 (14.3%) were very satisfied and 9 (16.1%) were satisfied, also 15 (26.8%) were just neutral, and 14 (25.0%) were not satisfied with their working environment, and 10 (17.9%) were not very satisfied with their working environment at TANROADS. The following are the findings for job satisfaction on working environment:-

Table 4:10 satisfaction levels on working environment

		Frequency	Percent
Valid	VERY SATISFIED	8	14.3
	SATISFIED	9	16.1
	NEUTRAL	15	26.8
	NOT SATISFIED	14	25.0
	NOT VERY SATISFIED	10	17.9
	Total	56	100.0

Source; Research Data, 2015

The findings show that the majority of respondents 24(42.9%) agreed that they are not satisfied with the office working environment. This is caused by the poor working

facilities like tables, chairs, computers and other machines to simplify work, also there was poor distribution of workload which lead to job dissatisfaction.

From the matter of fact, in order for a business or work to be successful there must be good working environment to facilitate workers to produce more and work comfortably. The worker would rather desire working conditions that will result in greater physical comfort and convenience.

4.3.5 Job satisfaction on promotion

Every person likes to be upgraded or promoted from one stage to another. Whereby in one way or another promotion can help a person to achieve his person and organizational goals. Through promotion a person can be raised to a higher position and increase his salary.

The findings show that 6 (10.7%) were very satisfied with the promotion, also 11 (19.6%) were satisfied. This was agreed by the top management and other respondents who were in the top position due to their easy access to promotion. For example, a manager and engineers were supporting this factor of promotion by agreeing on its presence and applicability. But 9 (16.1%) were neutral and undecided, also 12 (21.4%) were not satisfied and 18 (32.1%) were not very satisfied.

In the case of promotion, TANROADS employees respond as stipulated in the table below

Table 4.11 Satisfaction level on promotion

		Frequency	Percent
Valid	VERY SATISFIED	6	10.7
	SATISFIED	11	19.6
	NEUTRAL	9	16.1
	NOT SATISFIED	12	21.4
	NOT VERY SATISFIED	18	32.1
	Total	56	100.0

Source; Research Data 2015

From the findings, it shows that the majority of the respondents 30(53.5%) were not satisfied with promotions at TANROADS and face difficulties on the issue of promotion.

The situation demoralizes performance of the employee and accuses their supervisor for the favoritism in the sense that promotion is only for few people on top. Some respondents evidenced by showing an example on one of the case that occurred between the management and employees, *the case was caused by favoritism on promotion and chances for further studies.*

The dissatisfaction of employees on the matter of promotion is caused by ambiguous policies, unclear procedures used, poor and difficult criteria for promotion and lack of training employees on the promotion policies.

Therefore management should commemorate that promotion furnishes a positive motivating tool in ensuring that the employee attains goals at a higher level.

4.3.6 Job satisfaction on supervision

According to Burke and Cooper (2008), supervisor-employee relationship is fundamentally a social exchange relationship with supervisors having many opportunities and ways of influencing employee's behavior.

Thus, in every organization or institution there must be a management team managing daily activities, in other words we call it supervision, which includes people who supervise all organizational activities, organizational policies, procedures and performance.

In the organization if there is poor supervision, eventually the organization has a minimum chance towards achieving its goals. And if the supervisors are very harsh, brutal and consider only their personal interest it can result into demoralization and job dissatisfaction, because employees will not be happy with such kind of supervision style.

From the findings it is shown that 6 (10.7%) of respondents were very satisfied with the supervision style, also 18 (32.1%) were satisfied with the supervision style, but 26 (46.4%) were neutral whether they are satisfied or not satisfied, 2 (3.6%) were not satisfied, and 4 (7.1%) were not very satisfied, as stipulated on the table below

Table 4:12 satisfaction levels on supervision

		Frequency	Percent
Valid	VERY SATISFIED	6	10.7
	SATISFIED	18	32.1
	NEUTRAL	26	46.4
	NOT SATISFIED	2	3.6
	NOT VERY SATISFIED	4	7.1
	Total	56	100.0

Source; research data 2015

Taking into account the majority were neutral 26(46.4%), followed by 24(42.8%) who were satisfied, the results concludes that the majority of the respondents were satisfied with the supervision style. Therefore practices such as management openness, clear supervision, cooperation between supervisors and their subordinates enhanced the results. Also from the findings there is enough evidence like; - *absence of harshness, several visit to employee work stations, and follow up on day to day activities*. This show top management consideration on the employees and influence job satisfaction.

Proper supervision include clear supervision, cooperation, participation, counseling, proper communication and assistance, all that can influence an employee and direct to job satisfaction through supervision.

4.3.7 Job satisfaction on working hours

Under the Employment Labor Relation Act (ELRA, 2004), Government sets the maximum hours that an employee is required to work, which are 8 eight hours per day. Government sees that eight hours is enough for a normal person to work and avoid other

mistakes which can be caused by long working hours and also are the best for the human health.

The results revealed that 2 (3.6%) of the respondents were very satisfied with the working hours, 21 (37.5%) were satisfied, but 19 (33.9%) were undecided while 4 (7.1%) were not satisfied, also 10 (17.9%) were not very satisfied.

Table 4:13 satisfaction levels on working hours

		Frequency	Percent
Valid	VERY SATISFIED	2	3.6
	SATISFIED	21	37.5
	NEUTRAL	19	33.9
	NOT SATISFIED	4	7.1
	NOT VERY SATISFIED	10	17.9
	Total	56	100.0

Source: Research Data, 2015

The findings imply that, the majority 23(41.1%) of respondents were satisfied. This is due to the fact that others enjoy eight working hours which gives them free time to do their personal issues. Others especially operators were satisfied with 12 working hours due to the fact that they enjoy other benefit like allowances and overtime every day. This directs to some employee’s job satisfaction as other gets time to rest and do other business for their owner benefits. And others enjoy long working hours as they get allowance which covers their living cost apart from salaries.

4.3.8 Job satisfaction on problem solving by the management

An organization can be well developed if they have good mechanism of solving problems. The way problem are solved within an organization has a big effect on employee’s performance and satisfaction.

The findings show that 2(3.6%) of the respondents were very satisfied, also 7(12.5%) were satisfied, but 32(57.1%) were neutral, 12(21.4%) not satisfied and 3(5.4%) were not very satisfied.

Table 4.14 satisfaction levels on problem solving by the management

		Frequency	Percent
Valid	VERY SATISFIED	2	3.6
	SATISFIED	7	12.5
	NEUTRAL	32	57.1
	NOT SATISFIED	12	21.4
	NOT VERY SATISFIED	3	5.4
Total		56	100.0

Source: Research Data, 2015

The results reveal that, majority of the respondents 32(57.1%) were neutral, this gives no clear answer whether they are satisfied or not. But the following large percent 15(26.8%) were not satisfied. The respondents mentioned reasons for why they are not satisfied i.e. *the delay of solution or decisions, lack of follow ups and sometimes no answers or solution are given upon certain problem – (lack of feedback).*

Some of the respondents who agreed that they are satisfied it was because top management use participatory way/style in solving problems.

4.3.9 Job satisfaction on fringe benefits

Fringe benefits are the rewards that an employee is given, these benefits can be in form of cash or normal recognition, fringe benefits are not formal they are just offered to an employee depending on the organization police and program,

It can also be in terms of allowance or bonus, it is the fact that fringe benefit helps to motivate employee in their performance and increase job satisfaction as an employee expect something as benefit later.

From the study, the findings reveal that 1 (1.8) of respondents were very satisfied with the fringe benefits, and 9 (16.1) were satisfied, but 24 (42.9) were neutral whether they are satisfied or not, however 11 (19.6) were not satisfied, 11 (19.6) were not very satisfied. The table below shows the findings on fringe benefit among employees TANROADS.

Table 4:15 satisfaction levels on fringe benefits

		Frequency	Percent
Valid	VERY SATISFIED	1	1.8
	SATISFIED	9	16.1
	NEUTRAL	24	42.9
	NOT SATISFIED	11	19.6
	NOT VERY SATISFIED	11	19.6
Total		56	100.0

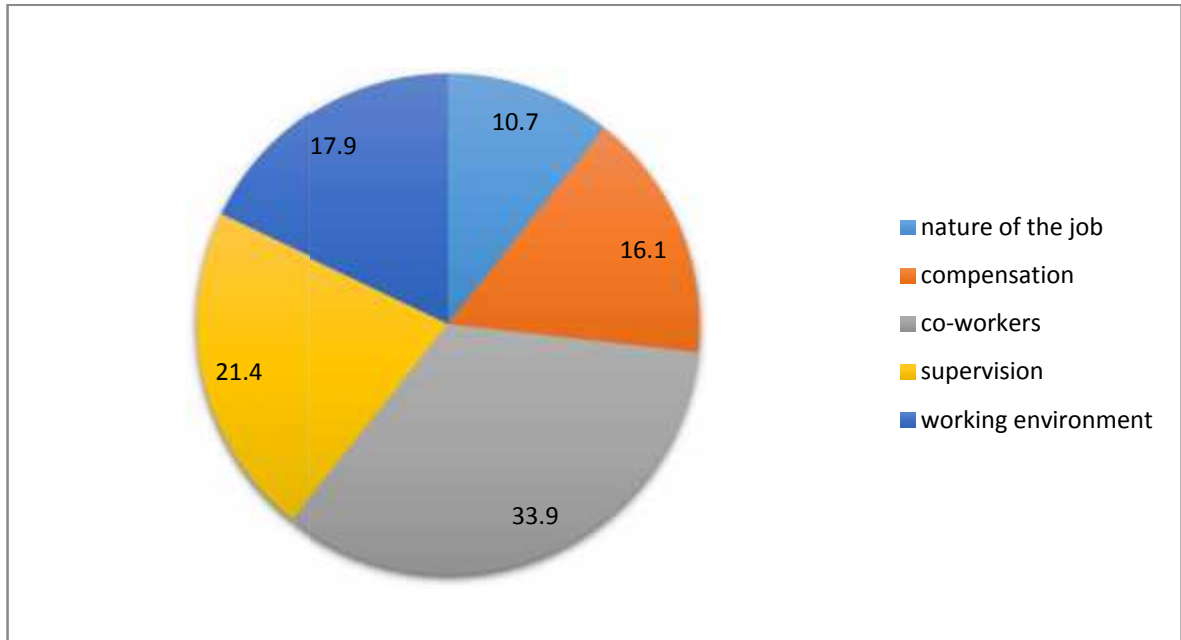
Source; Research Data (2015)

The results imply that the majority of the respondents 24(42.9%) were neutral/undecided due to the reason that many employees they are not aware of fringe benefits. As the data show another group was those who are not satisfied 22(39.2%). This is caused by the lack of clear mechanism for the provision of fringe benefits, lack and delays of those fringe benefits.

4.4 Factors contributing to employee’s retention

This study also wanted to have a look at the factors which contribute to employee’s retention at TANROADS. In order to have answers to this objective, the researcher imposed some questions to respondents and the results are identified below.

Figure 4.2: Factors contributing to employee's retention



4.4.1 Nature of the job

Another target of the researcher was to know how the nature of the job itself enhanced the retention of employees at TANROADS. The data collected revealed that 6 (10.7 %) respondents agreed believing that the job itself can facilitate the retention of employees, 31 (55.4 %) disagreed while 19(33.9 %) said that they don't know.

In general, it is observed from the collected data that a few number of employees pointed the nature of the job to be one among the factors for retaining employees at work. As a matter of fact, majority of respondents disagreed in believing that job itself can influence employee retention at the job.

This was evidenced by some respondents who said *job itself is not the major reason for their retention at TANROADS*. But their retention is facilitated by several other factors like co - workers. While others agreed by saying that they are proud of their job and the Organization they are working as well.

4.4.2 Compensation

The evidence from the collected data revealed that 9 (16.1 %) respondents agreed by mentioning good compensation policies by TANROADS can lead to the retention of employees, 20 (35.7%) disagreed and the rest 27(48.2%) said they don't know.

Harvard business essentials (2002) pinpoint that people want to work for organizations that offer fair compensation. As a matter of fact, not only competitive wages and benefits but also intangible compensation in the form of opportunities to learn, grow, and achieve. Every person likes to be offered with competitive salaries and bonuses which bring out recognition for a well done job. As a matter of fact cash is included to be one of the things that make people feel appreciated.

Therefore it can be observed from this study that a minimum frequency 16.9% of the respondents were in favor of compensation as a means to retain employees. And they pointed out compensation plus the other factors could enhance satisfaction of employee and facilitate them to retain. However the majority were neutral because some of them they were unaware of compensation factor, which require a researcher to give details on compensation factor to some respondents.

4.4.3 Co-workers

This also aimed at viewing the power of co-workers relationship in retaining the employees. From the study it is witnessed that a largest number of respondents amounted to 27(48.2%) agreed that co-workers relationship is the most powerful factor for retaining employees, 10(17.9%) disagreed, while 19(33.9%) said they don't know.

A friendly and cooperative environment among employees acts as a catalyst towards job satisfaction. Employees senses a '*just like home*' feeling when they exactly know that they have support from their colleagues.

Therefore, from the data collected, it is revealed that co-workers relationship is the most dominant factor that has ability of making employees stay in their jobs; as it seems to

make many employees satisfied. Thus, the firm relationship of employees with their colleagues at TANROADS created a free working environment which increased performance.

4.4.4 Working environment

Moreover, the study findings show that 10(17.9%) respondents agreed by saying that the environment they are working in have a lot of implications for them staying on their job, 17(30.4%) of the respondents disagreed and the rest 29(51.8%) said they don't know.

Most of the time, employees focus the interest on their working environment for personal comfort and facilitation of a job. If organizations manage well its people, then the concept of employee retention will take care of itself. Management should focus on managing the work environment to make better use of the available human assets.

People always want to work for an organization, which provides ample opportunities to grow, appreciation for the work done, a friendly and cooperative environment and a feeling that the organization is the second home to workers. It includes culture, values, company reputation, risks taking, and leading technologies, trust, employee development and quality of people in the organization.

It may be seen that favorable working conditions motivates employees to provide their labor due to the fact that their minds tends to be settled. But the information obtained from the majority 29 (51.8%) of respondents clearly shows that the respondents did not consider much working environment as the factor for their retention. Employees are neutral and ready to work with a bad or good working environment as long as they are satisfied with the other factors.

4.4.5 Supervision/Supervisor support

This research also dedicated its focus to discover the facilitation of supervision in employees retention whereby 12(21.4%) respondents agreed, 16(28.6%) respondents disagreed while 28(50%) revealed that they don't know.

Supervisor support is one of the important factors for employee retention. Supervisor support is defined as the extent to which leaders care about their employees' welfare and value their contributions. A leader with high supervisor support is one that makes employees feel appreciated, heard and cared about.

In general, employees at TANROADS amounted to 21.4% (running the second from co-workers (28.6%) in a list of the factors that is much influencing employee's retention). Employees pinpointed out that it is important for a good supervisor to build positive relationships and aids retention by being fair and should not support discriminatory acts to his employee thus allowing work flexibility, but on the other side should give feedback that recognizes employee effort and supporting career planning and development.

It can therefore be summarized that most of the employees (33.9%) tossed their coin to co-workers relationship. From the evidence of the findings, employees tend to be satisfied if the relationship with co-workers is of the required level. Thus making employees feels the belongingness to the organization, as they exactly know that there is togetherness from their fellow workers during trouble or happier times.

CHAPTER FIVE

CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter includes summary, conclusion and recommendations based on the results for the improvements to TANROADS on employee's job satisfaction.

5.2 Summary

The findings revealed that salary, promotion, job itself, co – workers, supervision and working environment are the factors influencing job satisfaction among employees at TANROADS. The results also show that, the level of satisfaction differs from one employee to another and it depends on a certain organization. As for TANROADS, the majority of the respondents their level of satisfaction rely on factors like co – workers, supervision and length of working hours. They also mentioned factors which contribute significantly on their retention such as job itself, co – workers and supervision.

5.3 Conclusion

Robbins (2007) defines the term job satisfaction as a positive feeling about one's job resulting from an evaluation of its characteristics. A person with a high level of job satisfaction holds positive feelings about the job, while a person who is dissatisfied holds negative feelings about the job.

Based on the findings, the study concludes that the factors influencing job satisfaction among employees of TANROADS by huge percent are job itself, supervision, working environment, compensation, and co – workers. However factor like salary/ pay vary depending on the job title/position, like managers, engineers and normal employees. The data revealed that majority of the engineers and managers are satisfied with pay and other benefits, while other employee's replies that they are not satisfied with the pay and other benefits.

Job satisfaction seems to have low impact to employees; in real life there are some factors which drive human being daily activities and make a person satisfied with her job and life off job, factors like salary, working environment and promotion. But as from all factors influencing job satisfaction, only two factors founded to have high level of satisfaction to TANROADS employees, which are co – worker relationship and supervision. In any organization this is not a good sign to the employees and organization performance as well, as employees lose their morale which leads to poor performance.

However, the majority of the respondents had low job satisfaction, which is caused by the low salary/pay especially to normal employees who also countenance a lot of deduction in their salary.

Also allowances are not paid in time and there is poor working environment/condition. For example employees working at weighbridge stations faces challenges like inadequate of working facilities i.e. tables, chairs, computers and stationary materials, inappropriate methods used for the promotion seems to affect many employees. This influences other employees to say that there is no promotion in their organization due to lack of it.

Even though the management knows all problems facing their employees, but there had been a lot of complains up on job satisfaction and delay in solving queries. This is caused by lack of fund and small budget received from the government which is not enough to solve all organizational and employee's problems i.e. poor working environment and long working hours of 12 hours per day with a short time of resting for those of weighbridge stations.

The findings show that, majority of the employees including some of the respondents from the management team indicated that they are still working with the organization because they have nowhere else to go for now. The only thing that retain them at TANROADS it is job itself and because they have no choice.

Some of the respondents go further by saying that it is only because they are too old and their age do not allow them to shift or change their career, otherwise they are not satisfied with their job.

Factors which make employees remain at TANROADS are cooperation with their co – workers in every condition and supervision. They help them to learn new skills and allow to work flexible. As from these results, we can conclude that, apart from the weakness of the Government, TANROADS had a lot of weaknesses in its management style and the way problem are solved. Therefore, the matter of job satisfaction to employees are not taken or handled seriously by the management or organization as a whole.

Also respondents portray that, only employees of the high position were satisfied with the salary, and the majority of the lower position are not satisfied with their salary. Other employees complains on huge amount of money deducted from their salary, poor working environment/condition, lack of facilities to implement their duties effectively, lack of promotion and un clear ways of conducting it.

Therefore from the results illustrate that, these factors have large influence on an employee's life and performance, and can raise employee morale and accountability towards job, which seems these factors are not given priority by the TANROADS management.

5.4 Recommendations

From the findings, a researcher was able to notice some cases which need recommendations. TANROADS as an Executive agency if they take time to solve those matters they can be able to minimize and eliminate queries of employee's job dissatisfaction within their organization. Also by the use of these ideas/recommendations, the level of job satisfaction may increase and influence employees' performance.

5.4.1 Clear and open ways for promotion

The findings of this study reveal that, TANROADS do not have or follow proper ways for conducting promotion to his employees. Some employees are not promoted for 20 years now regardless that they deserve or qualified for promotion. This led the respondents to conclude that they don't have promotion practices at their organization.

Therefore in making promotion process and decision, it is important to adhere on the established criteria, rules, guidelines and procedures for promotion. The Leaders and Management must ensure that the established criteria are relevant to the job in which employee will be evaluated, the process must be participatory to all employees.

If that's not enough, a human resource officer may conduct trainings upon promotion matters in order to clear the doubt and make each and every one satisfactory with the matter.

5.4.2 Increase or restructure salary scheme and increase other fringe benefits

The Government should consider the level of payment to Executive Agencies' employees or restructure their scheme of payments. The findings demonstrate that there are some employees who are willing to leave the organization if they get somewhere else, which pays better.

Therefore, it is recommended that salary must be improved to cover the living cost and the current changes in the world. The Government must improve allowances, and provide overtime payments/extra duties payment.

Also the management team may gaze on the means of how to provide transport services to employees who stay within the municipal. This can help them at least to save some amount of money which they spend on transport.

5.4.3 Increase participation and relationship between co - workers

Participation has a large impact on the achievement of any objective. As from the finding, it indicates that co – worker as a factor has high intensity level on TANROADS employee’s job satisfaction. Therefore the management must fight hard to keep the relationship eliminate classes in the organization in order to retain their employees.

If the management team desires to achieve their objectives easily it must use participatory ways and not to work alone in every manner. Also employees must be given room to participate in social activities and sports in order to increase their relationship and interaction between them. This may have large effect on job satisfaction and employees performance.

Therefore, management team must encourage employees to work as a family and facilitate team work between them. TANROADS may conduct meetings and converse with all employees for the Organizational and personal plans as well. Also they must participate all employees on the decisions making of the organization, where by even other employees can feel the sense of belongings by contributing their ideas on the matter concerning their office.

5.4.4 Improve working conditions

In order to increase the morale and performance the management must improve organizational working condition, by making sure that all necessary tools and equipment are available all the time. For example stationary materials, computers, chairs and tables and other office working facilities.

For the employees who work on stations far from the head office must be given all necessary facilities and also their working environment must be improved in order to encourage them to perform well their duty and feel comfortable. The results indicate that in many weighbridge stations, there is lack of office facilities like chairs, table and computer.

Therefore, Organizational management must give priority to important matters like poor working environment/condition, which demoralize employee's performance.

5.5 Areas for further research

Job satisfaction has been researched by many researchers in different compartment and categories, which came up with a lot of data and details. But concerning this study a researcher aimed at knowing the extent/intensity level of job satisfaction factors influencing employee's performance in TANROADS and came up with above findings/results. Therefore a researcher recommend for further study on the following issues:-

- 1) Research study on every single factor which influence job satisfaction within an organization.
- 2) To determine the relationship between personal attributes and job satisfaction among employees.
- 3) A study on relationship between job satisfaction and job performance.

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APPENDICES

APPENDIX 1

QUESTIONNAIRE

Dear Respondent,

I am LEVISON SIAME a student of Mzumbe University pursuing Master of Business Administration in Corporate Management (MBA-CM). I'm conducting a research on assessment of factors influencing job satisfaction among employees, may I take your time to answer these questions and be assured that all information you provide will be treated with high degree of confidentiality and used for the intended objective only.

A. GENERAL INFORMATION

Instructions: Mark a tick to the appropriate brackets

1. Gender

(A). Male ()

(B). Female ()

2. Age (Years)

(A) 20-30 ()

(B) 31-40 ()

(C) 41-50 ()

(D) 51-60 ()

(E) Above 60 ()

3. Tenure with the present organization

(A). Less than 1 year ()

(B).1-5 years ()

(C). 5-10 years ()

(D). 10-15 years ()

(E) Above 15 years ()

- 4 Marital status
 - (A). Single ()
 - (B). Married ()
 - (C). Divorced ()
 - (D). Widow ()
- 5 What is your position in the organization
- 6 What is your education level
- 7 Length of working hours

A. DETERMINANTS OF JOB SATISFACTION

Please select an appropriate answer

1. Are you satisfied with your current job?

- (a) Very satisfied
- (b) satisfied
- (c) Neutral
- (d) Dissatisfied
- (e) Very dissatisfied

If not, please explain

.....

.....

.....

2. Are you satisfied with your salary?

- (a) Very satisfied
- (b) satisfied
- (c) Neutral
- (d) Dissatisfied
- (e) Very dissatisfied

If your answer is d or e please explain

.....
.....

3. Are you satisfied with the way your co workers interacts or gets along each other
- (a) Very satisfied
 - (b) Satisfied
 - (c) Neutral
 - (d) Dissatisfied
 - (e) Very dissatisfied

Why?

.....
.....

4. Are you satisfied with the working environment?
- (a) Very satisfied
 - (b) Satisfied
 - (c) Neutral
 - (d) Dissatisfied
 - (e) Very dissatisfied

If not, please explain

.....
.....

5. Are you satisfied with the promotion opportunities within the organization?
- (a) Very satisfied
 - (b) Satisfied
 - (c) Neutral
 - (d) Dissatisfied
 - (e) Very dissatisfied

If not, please explain

.....
.....

6. Are you satisfied with the competence of your supervisors in making decision?

- (a) Very satisfied
- (b) Satisfied
- (c) Neutral
- (d) Dissatisfied
- (e) Very dissatisfied

If not, please explain

.....
.....

7. Are you satisfied with the working hours?

- (a) Very satisfied
- (b) Satisfied
- (c) Neutral
- (d) Dissatisfied
- (e) Very dissatisfied

If not, please explain

.....
.....

8. Are you satisfied with the relationship situation with the top management

- (a) Very satisfied
- (b) Satisfied
- (c) Neutral
- (d) Dissatisfied
- (e) Very dissatisfied

If not, please explain

.....
.....

9. Are you satisfied with the way employees complains/grievances solved by the management?

- (a) Very satisfied
- (b) Satisfied
- (c) Neutral
- (d) Dissatisfied
- (e) Very dissatisfied

If not, please explain

.....
.....

10. Are you satisfied with the other benefits different from the salary?

- (a) Very satisfied
- (b) Satisfied
- (c) Neutral
- (d) Dissatisfied
- (e) Very dissatisfied

If not, please explain

.....
.....

11. What do you think can be done to improve employee's job satisfaction at TANROADS - Morogoro?

- (a)
- (b)
- (c)
- (d)
- (e)

PART B

A) What are the factors influencing job satisfaction at TANROADS?

B) Among the factors mentioned, which of them have a big effect to TANROADS employees on effective performance and retention

.....
.....

C) For which factor you want to continue your employment with the present organization?

.....
.....

D) For improving job satisfaction of employees in your organization, what suggestion do you want to give?

.....
.....

E). How an employee performance can be affected by job satisfaction?

.....
.....

F) What action management takes for the poor performance caused by job dissatisfaction?

.....
.....

Thank you very much for your cooperation.

APPENDIX 2

C: INTERVIEW QUESTION TO THE TOP MANAGEMENT TEAM

- 1. Work position
- 2. Years of working
- 3. In your view, do you think employees are satisfied with their job?

.....
.....

What do you think are the major causes of job dissatisfaction at TANROADS?
.....
.....

What factors contributing to employee's job satisfaction?
.....
.....

there any relationship between job satisfaction and employee performance?
.....
.....

If yes, How?
.....

- 4. How is employee performance affected by job dissatisfaction?

.....
.....

What kind of effort the management takes to solve or minimize problems caused by job dissatisfaction?
.....
.....

Is there any kind of recognition to the employees who perform better?
.....
.....

Thank you very much for your cooperation.