

**JOB SATISFACTION ON EMPLOYEES' PERFORMANCE AT  
IFAKARA HEALTH INSTITUTE, TANZANIA**

**JOB SATISFACTION ON EMPLOYEES' PERFORMANCE AT  
IFAKARA HEALTH INSTITUTE, TANZANIA**

**By**

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**Dissertation Submitted to School of Public Administration and Management  
(SOPAM) in Partial Fulfillment of the Requirements for Award of the Masters  
of Public Administration (MPA) of Mzumbe University (MU)-Tanzania**

**2016**

**CERTIFICATION**

We, the undersigned, certify that we have read and hereby recommend for acceptance by the Mzumbe University, dissertation entitled Job satisfaction on employees' performance at Ifakara Health Institute, in fulfillment of the requirements for award of the degree of Masters of Public Administration of Mzumbe University.

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Accepted for the Board of Public Administration and Management

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Dean of School of Public Administration and Management

## **DECLARATION AND COPYRIGHT**

I, Sebard Pius Mteteleka, declare that this dissertation is my own original work and that has not been presented and will not be presented to any other University for a similar or any other degree award.

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## **ACKNOWLEDGEMENTS**

Glory be to our almighty God. After spending many days in writing this ‘dissertation, I can now say that one of the secrets that led to the successful completion of this work is the invaluable support from many people. In appreciation for their support I wish to extend my profound gratitude to the following:

Firstly I would like to thank Dr. Eliza Mwakasangula of Mzumbe University-Tanzania who was my supervisor. Her incredible supervision is strongly appreciated. She offered invaluable guidance right from the early stage of this work. The knowledge I have acquired under her supervision will certainly continue to impact on my future career endeavors. Equally important, I would like to thank the Management of Ifakara Health Institute for allowing me to collect data at the Institute as such they have played a vital role in facilitating this work. By the same token, I would like to pass on my sincere thanks to the then Head of Environment Health and Ecological Sciences at Ifakara Health Institute (IHI) Dr. Fredros Okumu who is now Director of Research for allowing me to pursue University studies and above all to finance the whole journey of my studies. Many thanks to my potential friends Eugene and Margaret Schellenberg from UK, Robin Dines and Debbie McCoy from Canada, Gesine Utz and Liselore Karnath from Germany, Camilo Acosta from USA and Walter Gibson from UK who helped me very much financially and gave me encouragement during the distressed time of this hard work; I wish I should not forget them in my life.

Similarly, my sincere appreciation goes to my academic friends Otto Muba, Willy Innocent whose cooperation resulted into great success of this work. Lastly, I would like to thank Mteteleka family for their incredible support and prayers throughout the process of writing this thesis. They always encouraged me to work hard and stay focused. Even in those rare occasions where I would slack, my family was an important source of motivation to bounce back. Thank you all and I am proud to have you around me.

## **DEDICATION**

To my wife Esther and sons Stephen, Paschal, Paul, I have been distant for sometimes, you expected me quiet at home but my long engagement with studies finally yielded this work, your moral, material support and long period of loneliness have well rewarded.

## **LIST OF ABBREVIATIONS**

EHES	Environmental Health and Ecological sciences
HR	Human Resources
HRM	Human Resource Management
IHI	Ifakara Health Institute
MPA	Masters of Public Administration
MU	Mzumbe University
QDA	Qualitative data analysis
SOPAM	School of Public Administration and Management

## **ABSTRACT**

Among the key challenge which health Institutions face emanates from the management of human resources. The use of human resources is of particular significance because majority of the important assets of any institution and the successful implementation of any strategic objective rely much on the encouragement and hard work of the staff. While claims of employees' dissatisfaction are heard, little is known about what actually is likely to satisfy health research employees most. This study sought to examine job satisfaction on employees' performance at Ifakara Health Institute-Tanzania. The study was guided by three research objectives such as: To examine the prevailing factors influencing job satisfaction at IHI, to examine the effects of job satisfaction on employees' performance at IHI; and to examine the challenges faced by IHI to satisfying their employees.

The study employed a case study research design to arrive to the above research objectives and that Ifakara Health Institute was selected as the area of the study. The study used both primary and secondary methods of data collection to collect data. The data collection tools used include questionnaire, interview as well documentary review. The sample consisted of 94 respondents with 86 questionnaires' respondents randomly selected from IHI employees and 8 interview respondents purposively selected.

Quantitative data were analyzed and presented using simple descriptive statistics through tables, frequencies and percentages while in a qualitative data have been analyzed and presented using themes and sub themes developed basing on objectives. The findings indicate that the employees of Ifakara Health Institute were lowly satisfied in their job. Their job satisfaction was affected by factors such as job security 83.7%, reward system management 80.2%. These factors in reverse emerged as issues employees considered important and that would likely make them to perform well. Further, the study found that if employees are dissatisfied in their job it can lead to poor performance, losing working morale and lead to absenteeism and turnover. Likewise the study indicated that short term projects, implementation of performance feedback and delays of payment are the major challenges facing IHI in satisfying the employees. Therefore, it is important to improve job security through project resources complementation, decentralization authority to approve the staff financial requisition of payments at branch levels, adjustment of reward management system to reflect the status of employees and the socio-economic situation prevailing in our societies and conducting performance feedback for the work done as most of the employees seem to be happy in knowing if their contribution to the Institute is meaningful and recognized.

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## **CHAPTER ONE**

### **INTRODUCTION AND PROBLEM SETTING**

#### **1.1 Introduction**

This study sought to examine job satisfaction in employee's performance in Ifakara Health Institute with the view of improving performance at the institute. This section comprises of the background to the problem, statement of problem, research objectives, research questions, significance of the study, scope and significance of the study are discussed.

#### **1.2 Background to the Study**

Job satisfaction has recently paid an interest among the researchers and practitioners due to its substance in reshaping retention efforts and reducing turnover, presenteeism and absenteeism resulting from job satisfaction among employees in the organization. The essence of job satisfaction has greatly increased its vital to any organization aiming at enhancing the organizational productivity. It is the means of motivating any employee who has contributed in achieving the goal of the organizational (Perez, 2008). Thus, job satisfaction is the manner and thought which people are regarding a particular work (Armstrong, 2010). Positive and constructive manner towards the job specify job satisfaction. Negative and unfavorable manner towards the jobs indicate job dissatisfaction.

Collins (2007) also defined job satisfaction as the degree to which an employee has positive emotions towards the work role. Lee-Kelley, Blackman and Hurst (2009) contend that ask of satisfaction in the job is a major predictor of turnover and retention. Most studies conducted in developed countries show that there exist relationship between job satisfaction and employee job performance for example increasing health returns, job match equality, control type, job status have high contribution to employee job performance, this has been exhibited by Ahn and Garcia (2006).

Similarly, the study conducted in the least developed nations establishes that there is an existence of relationship on job satisfaction and the workers performance. Nevertheless, there have been minor disparities on the indicators that represent

satisfaction. For stance majority of the studies in the third world countries deploy that aspects such as pay, promotion, job safety and security, working conditions, job autonomy, relationship with co-workers, relationship with supervisor and nature of work have significant impact on the job satisfaction as well as the performance of the organization. Thus, a satisfied employee is likely to improve the performance of the organization (Khan and Nawaz, 2011). Tanzania in specific, the studies on job satisfaction and employee's performance have paid attention on hoe employees involvement in decision making, in-service training and chance to promotion may improve the performance of the organization. It has been established that the said factors have significant impact in improvement of the job and ultimately enhance the performance (Jinyevu, 2013). While the problem has found to have impact to majority of the organizations in the least developed counties, the IHI is not isolated from this problem. Various incidences of labor turnover, absenteeism, presenteeism have been occurring in this organization and they constitute indicators that there can be a sort of job dissatisfaction at the organization. Increased of pay and promotion have been the management reaction to reshape the situation. Thus, this study sought to examine job satisfaction on employees' performance at Ifakara Health Institute.

### **1.3 Statement of Problem**

Ensuring that workers are being satisfied has been among the major agenda in majority of the countries especially in the developing nations like Tanzania.

The association between job satisfaction, retention, and performance of both employees and the organization in general has been referred to by a number of studies. Satisfied employees are said to enhance their working spirit in order to attain the goals which have been established in their working place. This is because most of the time they are devoted to contribute their best in organizations and that they will be pleased to put in their best in an organization that cares about their needs (Dubrin, 2009). To identify an aspect to have job satisfaction has always been a challenge. To that end, Tanzanian Employee and Labour Relations Acts (2004) have stipulated having equal opportunity in employment and strive to eliminate discrimination so as improve employee satisfaction.

Job satisfaction to employee's performance in the organization is very crucial aspect. Thus, improvement of service qualities is among the winning approach challenges which majority of health organizations encounter. The use of man power resources is of significant vital due to the fact that most important asset of any institution and the successful implementation of any organizational goals depends on the inspiration and hard work of the staff. To comprehend the significant substance of people in the organization is to be acquainted with that the human factor and the organization are synonymous (Gupta, 2012). While claims of employees' dissatisfaction are heard, little had been known about what actually is likely to satisfy health research employees in particular. Existing studies have tended to generalize the job satisfaction with little attempt to identify what health research service employees find the most satisfying in their working environment of their job. Therefore, the present research aims at examining the job satisfaction on employees' performance at IHI by employing job characteristic model to predict employee behavior over specific job satisfaction determinants based on the seven major constructs; namely task identity, performance feedback, autonomy, job security, rewards and task significance, job security and reward.

#### **1.4 Study Objectives**

##### **1.4.1 The general Objective**

The major aim of the present study was to examine job satisfaction on employees' performance at Ifakara Health Institute.

##### **1.4.2 Specific Objective**

Specifically, the study intended

- i. To examine the prevailing factors influencing job satisfaction at IHI.
- ii. To examine the effects of job satisfaction on employees' performance at IHI
- iii. To examine the challenges faced by IHI in satisfying their employees

#### **1.5 Research Questions**

- i. What factors influence job satisfaction at IHI?
- ii. What are the challenges facing IHI in satisfying the employees?
- iii. What are the effects of job satisfaction on employees' performance at IHI?

### **1.6 Scope of the Study**

This research was conducted at Ifakara Health Institute, because of its great role in health research and the need to ensure good public Health for the Tanzanians. It employed job characteristic model to predict employee behavior over specific job satisfaction determinants based on the following seven major constructs namely; task identity, skills variety, performance feedback, autonomy, job security, reward and task significance.

### **1.7 Significance of the study**

This research has a number of stakeholders to whom it is significant. These include researchers, policy makers and practitioners. To policy makers, this study is useful to adjust the best strategy for improving retention, turnover, absenteeism and presenteeism and effective job design that contribute to improving performance. To the management, the study can enable to understand what can best address the employees' satisfaction at work which in turn leads to performance improvement since satisfied employees are likely to increase their efforts toward achieving the goals set by their organizations that care about the needs.

To the employees, the study will be beneficial as the management understands the best way of satisfying employees who contribute much in achieving majority of the goals set by the organizations. A number of studies have been carried out in the developed countries that explain how job satisfaction is important to the success of the organization. However little has been done in the context of Africa and especially in Tanzania. Thus the study contributes to understanding effective determinant of job satisfaction and this can help to improve measures to address absenteeism, turnover, and presenteeism through enhancing job design.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

The aim of this chapter is to provide the previous reviewed literature regarding this study. The literature review includes both theoretical and empirical literature evidence. Empirical literature reviews are the materials obtained from different findings and research done by different researchers. Theoretical literature reviews are those materials obtained from different books related to the problem.

#### **2.2 Theoretical literature review**

Theoretical literature reviews are those materials obtained from different books and articles related to the problem.

##### **2.2.1. Job satisfaction**

The term job satisfaction has been defined by various scholars globally. Gupta (2012) explained it as the end of a person after executing the job or task given. Thus, it is the ability of the performed job to fulfill the human needs and its expectations. The feeling would be positive or negative depending upon whether need is satisfied or not. Job satisfaction is different from motivation and morale. Motivation refers to the readiness to work. Satisfaction, on the other hand, entails an optimistic touching state. Morale involves a general manner towards work environment. Job satisfaction may be considered as a dimension of confidence and morale could also be a source of satisfaction. Likewise, Kaliski (2007) illustrates job satisfaction as worker's sense of achievement and success on the job. It is normally professed to be directly related to productivity as well as to individual welfare. It means doing a job one gets pleasure from, doing it well and being satisfied for one's hard work. It also involves enthusiasm and happiness with one's work.

While other scholars see job satisfaction in terms of the outcome of the job to employee and the intrinsic aspiration, Statt (2004) delineates job satisfaction as the degree to which a member of staff is comfortable with the plunder from the job, predominantly in provisions of inherent motivation. Supplementary, Armstrong (2006) entails job satisfaction as the blend of employees' thoughts towards their

activities. Generally, it encompasses both the outcome of the job towards the employees and the intrinsic feelings emanating from the job content as well as combination of rewards, security and safety. The study strives to explore job satisfaction as the function of well –designed job characteristics.

### **2.2.2 Determinants of Job satisfaction**

Employees play critical function in the performance of any organization from the developed and third world countries including Tanzania. Thus, if the employees are well satisfied and loyal may improve the performance of the organizations. Top management motivates their workers through improving their bonus packages, evaluation and work system as well as training mechanism. As the workers spend much time to work, his or her potentiality also increases and this acts as the means of satisfying them and hence improve the performance of the organization. It has been revealed that currently there is no unified explanation of the term satisfaction. Thus each explains it differently in various contexts. Garcia Bernal et al.,( 2005) explained it as final state of a psychological process. Satisfaction is a multifaceted ideal entailing asset of constructive or hostile stance, which the workers recognize from their jobs (David and Newstrom, 1999). Job satisfaction is a new-fangled idiom, explaining the way a person is pleased and satisfied with their job. Job satisfaction can also be observed in a general manner of the employee towards his or her job. This shows how much an employee is satisfied by his or her job (Locke, 1976).

Thus various factors have been identified to affect job satisfactions are as follow according to Gupta (2012)

#### **2.2.2.1 Environmental Factors**

The environmental factors consist of the following.

##### **i. Job content**

This is explained in terms of achievement, recognition, advancement as well as responsibility. Repeated job tends to increase the amount of job satisfaction. Specialty widens satisfaction unless the tasks form an integrated and having an important effect to the organization.

**ii. Occupational level**

Maximum stage of job in the organizational chain of command entails the high level of workers satisfaction. Thus, positions at higher levels pays more, challenging one and provide better freedom of doing work. Majority of these jobs hold superior reputation, willpower and have satisfaction. Generally, the professional workers are the most satisfied, followed by salaried workers and factory workers.

**iii. Pay and promotion**

All other things being equal, higher pay and better opportunities for promotion lead to higher job satisfaction.

**iv. Work Group**

Man is a social animal and likes to be associated with other interactions in the work group that help to satisfy social and psychological needs and therefore, isolated workers tend to be dissatisfied. Job satisfaction is general high when an individual is accepted by his peers and he has a high need for affiliation.

**v. Supervision**

Consideration supervisor tends to improve job satisfaction of workers. A considerate supervisor takes personal interest in this subordinates and allows them to participate in the decision making process. However authoritarian people may be more satisfied under the supervision of high status and strongly directive leaders. Employee satisfaction from supervisory behavior depends upon the influence which the supervisor exercises on his own supervisor.

**2.2.2.2 Personal Factors**

The factors under this category include but not limited to:

**i. Age**

The degree to which workers are being satisfied has significant relationship with his/her age. The workforces in the higher age group are more satisfied because of being used with the job conditions. On the other hand, there is a quick turn down after a point which has been attributed by personal aspiration for better and further esteemed job in the later years.

## **ii. Sex**

It is obvious that women are less satisfied than men due to smaller number job chance for females. However, female workforce may be more satisfied due to their lesser work-related ambition.

## **iii. Education level**

Educated workers are less satisfied due to their strong ambition or higher job aspiration. Nevertheless, little is known on the relationship of these factors.

## **iv. Marital status**

Workers who have more dependants are more dissatisfied of their work due to the social responsibility they have. But these people respect their job than those who are not married.

## **i. Experience**

Satisfaction goes proportional with the working experiences of the workers. Nevertheless, the amount of satisfaction tends to decrease after an employee has worked for more than twenty years.

Franek and Vacera(2008) describes important points to increase weight on the determinants of job satisfaction basing on personal characteristics and job satisfaction, gender and job satisfaction, education and job satisfaction, age and job satisfaction, job level and job satisfaction all of these determinants show a great relationship with job satisfaction;

- Personal characteristics and job satisfaction is one of the opposition that is normally brought in against situation that is in job satisfaction that takes a very little interest among the individuals. The fact is that what is wanted by one group of individuals is actually different to the other group's interest. Personal association of job satisfaction has become a major focus of the interests among many researchers. The researchers have concluded that such individual association of job satisfaction is physical, mental and dispositional differences.

- Gender and job satisfaction, various researchers have explored the relationship that is between job satisfaction and gender. The fact is that the results of various studies have slightly shown contradiction. Some results have come to conclusion that women to be more satisfied than men; and the other results show that men are more satisfied than women. The important key point of all these studies shows that there is a significant difference that exists among the sexes in association to job satisfaction.
- Education and job satisfaction, most of the studies that have been conducted on job satisfaction revealed that once someone has high education his/her job satisfaction decreases. It is considered that education that is not leading to autonomy, authority, prestige and money as the rewards would automatically lead to dissatisfaction with job by giving expectations and aspirations that can't be fulfilled.
- Age and job satisfaction, up to this moment there is great evidence that show that there is a great relationship which exists between employee age and job satisfaction. Various researches have come to the conclusion of observance that age differences are greater than those ones that correlate with gender or education. Many results of this studies revealed that job satisfaction was positively and linearly correlated with the age. The age and satisfaction relationship is normally explained in terms of changing needs, mellowing process and changing cognitive structure that correlate with the age. It is the fact that the workers who are beyond the age limit of 40 become not satisfied with the jobs. The explanation for this may be that due to the regulation of accommodation and resignation, older staff may increasingly be disappointed, realizing that their prospects are becoming more and more limited. Furthermore the workers who are aged enough may be having a pressure of changing technologies.
- Job level and job satisfaction, there are few studies designed to explore whether job satisfaction increases with higher rank. The evidence from the literature suggests that rank is a reliable predictor of job satisfaction, in the

sense that staff at higher position are generally satisfied more with their jobs compared to the staff who are at lower position.

### **2.2.3 Effects of job satisfaction**

Various aspects have been revealed to have significant impact to the human life. Among these factors include employee productivity, loyalty and absenteeism (Aziri, 2008). Researches establish the existence of link between satisfaction and the organizational productivity and the moderating variable on this relationship is the rewards. Rewarded staffs are said to enhance the organizational performance. However, some studies show that satisfaction may not always lead to individual performance. Thus, there is still an existence of strong debates on which starts? Is satisfaction leads to performance or performance leads to satisfaction? (Luthans,1998). Loyalty to workers is among the crucial factors that all top management should consider in their working places. It can cause serious problem when not considered. There are three types of loyalty namely effective loyalty, normative loyalty and continuity loyalty. Effective loyalty happens when a member of staff believe an emotional connection to the company, normative loyalty appears when the member of staff feels like he owns something to the company and continuity loyalty comes as a consequence of the fact that the member of staff does not have chance to find a job somewhere else.

The study done by Vanderberg and Lance (1992) found the existence of strong relationship among the job satisfaction and employee loyalty. It was revealed from the study that the higher the extent of satisfaction, the greater the level of employee satisfaction. Absenteeism was found to increase the running cost of the company. Thus top management was advised to ensure that they try their level best to reduce this cost by making sure that they satisfy customers. Satisfying employee is very critical because it is under one's control when compare with other causes of absenteeism such as illness or accidents.

Conversely, state of affairs can adjust this equation. As administrators, you might implicitly encouraging absenteeism by enforcing company policies such as paying the sick people (Sweney and McFarlin, 2005). As satisfaction increases, the

absenteeism decreases also and vice versa. Satisfactions signify one of the majorities multifaceted affecting many today's managers. It has been evidenced the presence of curiously impact on the job satisfaction on the motivation of personnel and on performance of business organizations

#### **2.2.4 Job design and Job satisfaction**

Various reviewed literature depicts that changes in job design may produce better employee job performance. Theoretically, it is ascertained that the redesign of work and jobs enhance employee's motivation and performance. On the other hand, modern behavioral scientist like Argris, Maslow, McGregor, Liker, Herzberg and others firmly postulate that work should be challenging, complex, varied and meaningful so that the higher order needs of employees are satisfied. This line of thinking is also called job enrichment. Job enrichment is further explained as looking for to "improve both efficiency and human Paul,Robertson and Hersberg,( 1969). On the other hand, an enhancement in the physical environment factors would only remove dissatisfaction but not increase motivation. According to Herzberg a job can be enriched by making it more interesting and meaningful. Any improvement in working conditions, interpersonal relations, work methods, financial benefits, job security, etc. will not, motivate employees as these factors are only capable of sustaining and maintaining the achieved level of motivation and performance.

The below are the things that can surely emerge from the theory of Herzberg to make sure that the employees' motivation is ensured.

- There should be an extremely the way how the person at work is recognized and appreciated for the good work done. This means that whatever good that an employee does should not be completed without notification to the Institute. However there are many ways where by the appreciation to the worker can be done such as words praising, giving a staff a higher order work or promotion.
- Stupendous accomplishment which are longed by many lead to problem solving situations and giving the responsibility of solving the raised problems

to the staff. More than that this gives a chance to staff to have more challenge which later on gives a thought of accomplishment and success.

- The success of fulfilling a higher position or promotion can lead to remarkably motivation. This means that if in the organization there is a chance to fill the priority should be given to the existing employees. If there is a way the chance should be filled through internal promotion. It should be considered that the structure in the organization has to be in a moving up in the hierarchy.
- In the organization there should be a great growth of skills, abilities, talents and knowledge of staff that should always be given a great consideration. Normally people who have exceptional talents should be identified and be taught to have a higher position. By doing that will give the employees an act of being more creative and to develop them.
- Adding responsibility can recommends a more complex task. This gives a more responsibility to enable a person and make them accountable for fulfilling the assignment and additionally make them feeling more identified and someone become responsible for the results.

As a matter of fact is that there is really no work that can give all of the above ingredients. But if there are some efforts that are made to give some of these, may further give employee motivation. Notable evidence is said to be reported in support of the positive behavioral and attitudinal change achieved by the following the dual factors theory of Herzberg (1968)

### **2.2.5 Effects of Job design on employee satisfaction**

According to Moeed A et al. (2013), employee satisfaction continue to be very important aspect to the existence of any organization and the researchers. Ramayah, Jantan, and Tadisina (2001) pointed out that job satisfaction explains the way in which workers are floating to join the work and how they get motivated to do their work. The study by Velnampy's (2008) studies on job manner and employees performance indicates that job satisfaction increases job participation and the higher performance of the organization. It leads to high performance of the organization.

The study by Parvin (2011) points out that job design aims at increasing employee satisfaction which at the end improves the performance of the organization. The process of job design consists of job rotation, enlargement as well as enrichment. According to Morse (1997), satisfaction refers to the level of fulfillment of one's needs, wants and desire. Satisfaction depends basically upon what an individual wants from the world and what he gets. Effective organizations should have a culture that supports the employee satisfaction. (Hom and Knicki, 2001; Lu and Lin 2002; Bernhard and Sverke, 2003) shows that it is not the new idea of having the effect of job design on the employee satisfaction.

Velnampy's (2008) study on job manner and employee performance accomplished that job satisfaction include constructive power on the performance of the employees as it augments job participation and the higher performance also makes people feel more satisfied and committed to the organization. The satisfaction and performance depends each other. Job satisfaction and involvement of the employee leads him to have levels of performance (Judge et al., 2001; Rainey, 2003). The study by Sauter et al. (1997) on psychometric evaluation of the organizational job satisfaction revealed four dimensions of organizational job satisfaction scales namely pay interaction, administration and status. These factors were found to correlate significantly with autonomy, stress and commitment (Ben Akpoyomare Oghojafor, 2012). The effect of job design on job satisfaction should never be underestimated. Thus the relationship between job designs is of paramount important and any attempt to ignore it may hamper the survival of any organization. A good job design involves various tasks such as forecasts employee output, departmental productivity and organizational success (Bates, 2004; Harter, 2002; Bauru, 2004). According to Hodgetts and Hegar (2005), job design helps the employee regarding understanding of work, identification of task and its significance and provided with skills variety, independence and feedback stimulate motivation and by extension, job satisfaction.

There are various causes that can lead a person to have the level of job satisfaction to include few are the level of payment, and benefit, the fairness among the employees in the promotion, the working condition in the organization, leadership style and

lastly social relationship. This means that the way the people are happy in the job is the way the people are satisfied. The fact remains that job satisfaction does not have the same meaning with motivation although it is closely linked. Actually, job design is aimed to make job satisfaction and performance to occur in a good way (Alam sager, 2012). Job satisfaction is collided by job design, this means that jobs that are rich in having good behavior factors like autonomy, and task significance and feedback lead to employee's satisfaction.

### **2.2.6 Challenges associated with job satisfaction**

Satisfying employee is among the challenging issues nowadays. Satisfaction does not only rely on quality but also the expectation of workers from the job he is doing. These expectations emanate from various aspects including rewards or promotion as well as good payment. Two or more employees may have different expectation from different environment (Brevis et al. ,2011:17) Thus job satisfaction is determined by individuals, through a comparison of current rewards, against what they hope to or believes they should receive (Kristen, 2012:90). According to Cumming, Fishers and Locke (2011:140), this process becomes composite because of job feature of each employee. Among the challenges associated with job satisfaction include absenteeism, staff turnover as well as productivity,

#### **2.2.6.1 Absenteeism**

This is among the challenges which reduce organizational effectiveness and efficiency in the organization. Absenteeism can take a toll on any organization's productivity. It raises costs, such as replacement of staff, paying overtimes to others to fill the gap and also paying staff for taking leaves dishonestly. According to Kristen (2011:10),the satisfied worker misses the work due to illness or personal matters, while a dissatisfied employee may not miss work because he or she does not have any sick time and cannot afford the loss of income. Consequently, this facet can be linked to job satisfaction in that, if an employee is not satisfied with his or her work, the probability of them being absent at work is very high. This reduces the organizations' productivity and ultimately lowers performance.

### **2.2.6.2 Staff Turnover**

Various studies show the existence of strong relationship between satisfaction and turnover. Employee satisfaction reduces the rate of employee's turnovers (Robbins and Coulter, 2010: 375).

### **2.2.6.3 Productivity**

Productivity expresses how well all resources at the input stage are combined and used, in order to reach a specific outcome. Thus the usefulness and obligation of the academic staff, to ensure a high throughput rate, depends largely on their satisfaction and ultimately, their student passing within record time. Thus, effective management is important to increase the organizational productivity.

### **2.2.7 The Importance of job satisfaction**

Job satisfaction is a key aspect in ensuring that the goals of the organizations are being attained. Effective management of the employees helps in building up the loyalty, efficient as well as commitment in doing their jobs. Building all these requires paying adequate attention to hiring, training and employee development activities and undertake systematic human resources practices on all long terms basis. Haque (2004) pointed on the role of job satisfaction in the organization.

#### **2.2.7.1 Lower Turnover**

Turnover is among the issue which lead to high cost in the human resources department. When employees are being retained it creates working environment which ultimately simplify the recruitment processes in the future. Thus few employees are likely to leave the job.

#### **2.2.7.2 Higher Productivity**

Regardless of the job title and pay grade, workers who report high job satisfaction tend to achieve higher productivity.

#### **2.2.7.3 Increase profits**

Maintaining employees' security and satisfied can lead to higher sales, lower costs and stronger bottom line.

#### **2.2.7.4 Loyalty**

When workers appreciate the role which the organization plays to him or her loyalty to this organization increases. These workers will always work hard to help achieve its objectives. They help to improve the company's goodwill.

#### **2.2.7.8 Relationship between job satisfaction and performance**

The aim of any organization is to ensure that their goals are being achieved at high level of its performance. This will be achieved if and only if the workers are highly satisfied. Satisfied workers show the way to extend more effort to job performance, then works harder better. However, the total organizational performance depends on efficient and effective performance of individual employees of the organization. Thus every organization places a considerable dependence on their individual employees' performance to gain high productivity in the organization. Employee effort represents vital factors that establish how an individual performance will be.

When an employee experience satisfied about the job, he/she is motivated to do greater effort to the job performance. Then it tends to increase the overall performance of the organization.

The study by Cummings (1970) pointed out that there are three major aspects in viewing the relationship between job satisfaction and the organizational performance. The postulated factors point out that satisfaction causes performance, performance causes satisfaction and rewards cause both performance and satisfaction (Mirvis and Lawer, 1977). The study by Kornhanuser and Sharp (1976) found that there is positive relationship existed between job satisfaction and performance. Katzell, Barret and Porker (1952) established that job satisfaction was related neither with turnover nor with quality of production. Smith and Cranny (1968) reviewed the literature and accomplished that satisfaction is associated with performance as well as effort, commitment and intention.

Carroll, Keflas and Watson (1964) found that satisfaction and productivity are crucial relationship in which each affects the other. Thus, the performance leads to more effort because of high perceived expectancy. The effort leads to effective

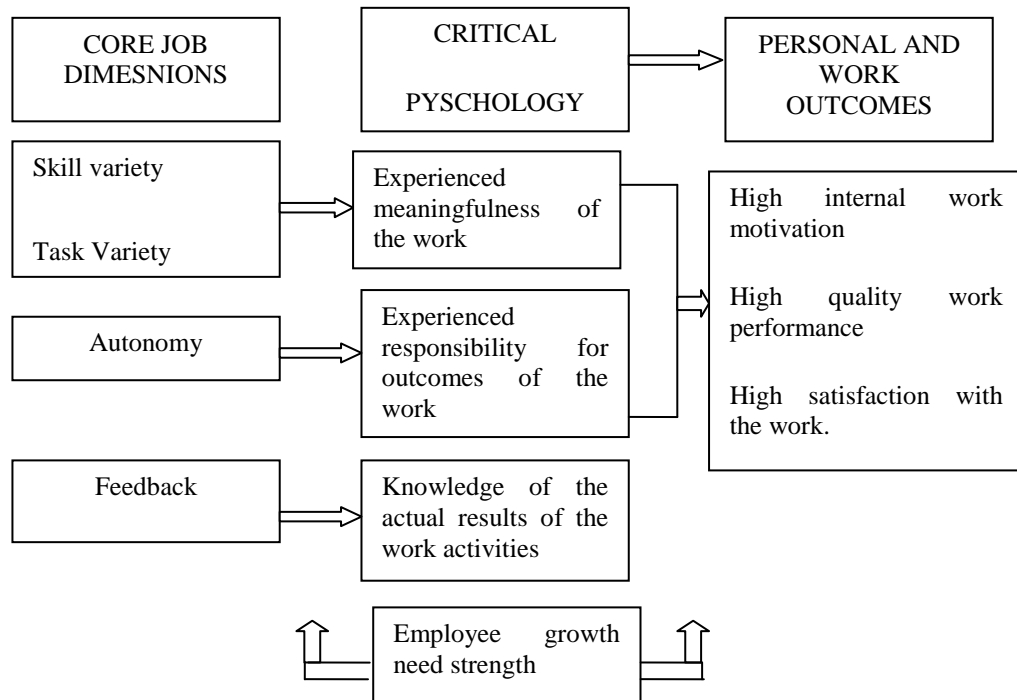
performance, which again leads to satisfaction in crucial relationship. David, Joseph and William (1970) suggest that the type of reward system under which workers perform strongly influence the satisfaction performance relationship.

### **2.2.8 The Job characteristics model**

The theoretical model provides useful understanding on what job satisfaction is in various contexts. Thus job satisfaction is strongly related with situation, disposition and an interaction. Human resource experts reveal that management practices can be maneuvered to manipulate employee manners in job satisfaction (Saari and Judge 2004). The employee perspective relies on the situation model of the job satisfied by similar job behaviors (Franek and Vecera, 2008). Thus, job satisfaction is predictors of member of staff turnover. Thus management of the sources of employee problems is of paramount important (Allen, Braynt al., 2010). The existing models assume that those jobs can be designed not only to help workers get enjoyment from their jobs but also to help workers feel that they are doing meaningful and valuable work.

Particularly the model point out five core job characteristics that help to create three critical psychological states, leading, in turn to several personal and work outcomes.

**Figure 2.1 : Core Job Characteristics Model**



**Source:** Drenth et al. (1998) as adapted from Hackman and Oldham 1975; 1976; 1980)

The above figure demonstrates job characteristics model which relates to the degree of five job dimensions that can manipulate job satisfaction among workers. The argument is that, human beings have interrelated needs and that can be satisfied by similar kinds of job characteristics that emanates satisfaction towards their jobs. The following job characteristic aspects demonstrate how job characteristic model be appropriate towards achieving job satisfaction.

### **2.2.9 Five core job characteristics**

These job characteristics are as explained hereunder:

#### **2.2.9.1 Skill variety**

This is the extent to which jobs require a variety of diverse activities and entails the use of a number of different skills and talents of the employee. High skilled job are more challenging because of the range of skills involved and give employees a

greater sense of competence. For example, an employee high skills variety can perform various functions such as schedule meetings, make airline and hotel reservation, do research, prepare written reports as well as meeting with customers.

#### **2.2.9.2 Task identify**

This is the extent in which a job requires completion of a “whole” and identifiable piece of work that is, doing a job from beginning to end with a visible outcome. When human resources work on a small part of the whole, they are not capable to recognize any finished product with their efforts. They cannot feel any sense of completion or responsibility for the whole product. However, when tasks are broadened to produce a whole product or an identifiable part of it, then task identity has been established. For example, dress designers will have high task identity of ways they do everything related to making the whole dress (eg measuring the client, selecting the fabric cutting and sewing the dress, and altering it to fit the customer).

#### **2.2.9.3 Task significance**

This is the way in which job has a considerable impact to the lives of other people. For example, medical researchers working on a cure for a terminal disease most likely recognize the importance of their work to society. Thus, employees should believe they are doing something important in their organization or society, or both.

#### **2.2.9.4 Autonomy**

This is the degree to which the job gives significant autonomy, independence, and discretion to the individual in scheduling the work. Although most employees are willing to work within the broad constrains of an organization, employees want a certain degree of freedom. Autonomy is considered to be highly autonomous by scheduling his or her own work day and deciding on the most effective approach to use for each customer without supervision.

#### **2.2.9.5 Job feedback**

Job feedback is the degree to which carrying out the work activities required by the job to provide the individual with direction and clear information about the effectiveness of his or her performance. It can be positive or negative, but it is best

when it is balanced appropriately. It must occur frequently rather than be delayed until the annual evaluation meeting. The only way employees can make adjustments in their performance is to know how they are performing now, not later. For example, sales persons receive information regularly about how many contacts they make per day or week and the monetary value of sales made.

### **2.3 Empirical Literature Review**

Sufficient researches have been done regarding the job satisfaction in both first world countries as well as the third world countries. According to the study done by Djastuti(2010) on the influence of job characteristics, satisfaction as well as the organizational commitment on managerial performance revealed the existence of positive relationship on these variables. This findings were found to be similar with those of Bhuidan and Menguc, 2002; Glisson and Durick, 1998, Sneed and Herman, 1990). From these studies it was ascertained that majority of the works were designed by using five approaches namely: skill variety, task identity, task significance, autonomy and feedback. Those have improved employee's job satisfaction. The study by Khan and Nawaz (2011) on the factors influencing the level of job satisfaction among the workforce of autonomous medical institutions of Pakistan found that facets such as pay, promotion, job safety and security, working conditions, job autonomy have relationship between satisfaction and performance. Moreover, the study by Berghe (2011) on job satisfaction and job performance at the work place show that there is only a modest to weak correlation between job satisfaction and job performance and the causal direction is inconclusive.

#### **2.3.1 Job security and job satisfaction**

The attainment of job satisfaction goes hand in hand with the security the employee is assured at the working place. Job satisfaction is a pre-requisite and plays a crucial role in improving the quality of employer-employee relationship. The study by Blanch flower and Oswald (1999) found that US employee in protected jobs show higher level of satisfaction. Nikolaou (2002) on his study which explored the relationship between satisfaction and job security in European countries, in doing so it attempts to take into account the endogenous nature of the job security, job

satisfaction relationship after controlling for the various economic and personal characteristics the results of the study show that, even after controlling for endogeneity, workers in jobs with low likelihood of job termination derive higher utility from work compared to the workers in insecure jobs. This appears to be the case for both men and women.

### **2.3.2 Rewards and job satisfaction**

According to the study by Sarwar and Abugre(2013)on the relationship between employee's rewards, and the dimensions of their job satisfaction in the services sector, the study found that reward is important factor in ensuring employees are being satisfied and being loyal. From this study it was also revealed that rewards and job satisfaction contribute significant in improving the performance.

### **2.3.3 Happiness and employee performance**

Happiness is among the factors which can influence positively on the performance of the organization. Among the studies which determined the relationship between happiness and workers performance was that of Cederstrom (2015) which postulated that happiness doesn't necessarily lead to increased productivity. Thus, majority of the studies reveal some controversial findings about the said relationship. Some studies have showed the opposite relationship pointing out that there is a link between feeling content with work and being productive. However, these research findings when dealt critically they real show relatively weak relationship

### **2.3.4 Autonomy and job satisfaction**

The major debate which exists currently is whether job autonomy may lead to job satisfaction or not. Numerous researches which have been done to establish these relationship have shown frequently related findings that there is a positive effect of autonomy on job satisfaction Gash M. (2014, Nguyen et al., 2003); Naqvi et al., 2013).

### **2.3.5 Performance feedback and job satisfaction**

Performance feedback and job satisfactions are among the important factors to employee in improving the performance in terms of its productivity, efficiency, employee relations, absenteeism and turnover. Job satisfaction can be captured by one dimensional or multi faceted construct capturing different aspects of job satisfaction that can vary independently. The study conducted by Vroom's (1964) point out that performance is natural product of satisfying the needs of workers. Likewise the study by Darehzereshki (2013) also portrayed that workers with highly quality performance appraisal are more likely to be satisfied with their jobs.

### **2.3.6 The relationship between task significance and job satisfaction**

The study by Abiodun et al. (2011) which was done in order to assess whether task significance may result into job satisfaction revealed that task significance and constancy of organizational and salesmen' values positively influence job satisfaction while supervision was found to negatively impact on job satisfaction.

### **2.3.7 Task identity, tasks skills and job satisfaction**

Hadi and Adil (2010) conducted a study on whether task identity and skills variety leads to job satisfaction the results were that task identity, task skills were found to be the crucial positive predictor of job satisfaction and intrinsic motivation whereas extrinsic motivation was only predicted by feedback.

### **2.3.8 Job satisfaction and loyalty**

The study by Waqas' (2014) on the loyalty of the employees comprehend that workers are willing to work in a particular organization and try their best for the betterment of the organization. The study also found that workers aim at doing their best to please the organization. Also another behaviors of an employee is that he may think of leaving and nor any plan to go in some other organization (The Loyalty Research Centre, 1990). The study by Garcial – Bernal et al (2005), pointed out that job satisfaction is explained as the thoughts of the human resources and manners in relationship with job mechanism such as the environment where he works, work place conditions, rewards such as salary and bonuses and job itself (Glisson and Durick, 1988; Kim et al., 2005). Recently, it has been revealed that employee

satisfaction is among the requirement in achieving the quality and overall success of the organization (Garcial-Bernal et al., 2005) The study by Walker (2005) showed that job satisfaction and loyalty will be positive if and only if the institutions provides various chances such as learn, grow and clear established career path. It has been revealed that there is an existence of relationship between employee satisfaction and employee loyalty by considering variables such as recognition and rewards, working conditions, relationship with supervisor teamwork (Fasam et al 1998).

### **2.3.9 Psychological factors that really matter in job satisfaction**

The study done by Kaplan and Bickes (2013) urges that job satisfaction is a big factor for the employee commitments and the level of unrestricted efforts team members that are likely to make. Usually the employee work performance becomes poor when they do not feel satisfied with their works.

The time when job satisfaction factors come, the dialogue usually around wellness programs. It is true that every human being is unique that everybody wishes to achieve from their work, but there are some factors of job satisfaction that psychologists normally accept, by knowing the factors of psychology in job satisfaction will give an ability to offer the team what are important to them that are:

Achievement, it is very difficult in some instances for the team members to know what they are adding to the big picture. Employees normally feel proud or satisfied when they come to understand that they are achieving something great in the Institute or organization, in this sense the employees need to feel that they are part of that achievement reached.

Feedback, if the organization does not give performance feedback to the employees can be the most discouraging thing. A good and effective feedback can lead the employees to understand where they are and which ways they can improve their performance. The manager has to know which type of performance feedback that the team members respond well. Many studies show that the beginner staff seek and respond to positive feedback while the skilled respond to unenthusiastic feedback. In

the case of pessimistic feedback; it is not good to simply indicating what is wrong. The best way is to explain to why the task they did is not doing well and which ways it may be corrected.

Control, as a manager to tell your team where you want them to achieve is of great importance. Mapping out the real way they need to get there is not a good way. Self rule and control are very necessary for people to feel satisfied with their jobs. Psychologists have revealed that the people who are less control have over their jobs, the more stressful and unsatisfied they find it.

Small daily harassment, employee's job satisfaction is really quite sensitive to daily harassment such as busy works that are unnecessary, or senseless administrative works. Although they are very small hassles if they are day to day irritations can really lead to job dissatisfaction.

Organizational support, it is one of the factors that can lead to job satisfaction that the more the organizational support employee receives the higher job satisfaction they experience. Employees always want to know if their organization cares them.

Acknowledgement, as a manager if you do not know the accomplishments of your employees, you may as well tell that they do not care about the work they do. This also implies that if you only contact on the negative outcomes but do not realize the accomplishment enough, this might be a great discouragement to the team taking risks. Definitely the focus should be on the challenges your team face, but time is needed to reflect on how much has already been achieved. This means if the team feels that their achievements matter, they will definitely feel motivated and continue to ensure the goals of the organizations are fulfilled.

Physical work environment, it is one of the psychological factor that matter in job satisfaction, because the team spend most of the time at the place of working, physical work environment should at least be enjoyable and this can really lead to difference in job satisfaction, and this should not mean that you need to plot a slide in the middle of your office. In the office there should be a good table, a little privacy

and try to separate the social and quiet areas will do to start with. Some plants, good lighting, may lead the office to be better than many.

Flexibility, giving flexibility is a great thing to the team members and this shows that you trust them. Smart people seem to work nicely when they happen to choose their own timetable. Flexible hours can lead to increase commitment and productivity. It can also lead to decrease collaboration.

Relationship to immediate supervisor, project leaders or great team leaders normally knows that their staff needs praise for the works that have been achieved and recognition for their efforts. Again the team members should always be able to meet their supervisors with any questions that concerns that affect the work performance.

Work life balance, is the significant element in the place of working to increase satisfaction. Although there can be some problems at home can affect work performance, it turns out that trouble at office is more likely to affect personal life.

### **2.3.10 Importance of Job Satisfaction in today's Workplace.**

The study conducted by Kaplan and Bickes (2013) revealed that the number of employees that get satisfaction in their recent job took a big jump rising from 81% in 2013 to 86% in 2012 that is what is obtained from Employee Job satisfaction and Engagement Report by the society for Human Resource Management. The improvement of economy is the one of the factor that leads a high level of satisfaction; this is because the employers have been able and willing to raise the employees' salaries, benefits and bonus to their staff. In addition to that when the labor market stabilized, those who seek job took advantage to have opportunities that are new for positions that can fit their skills and interests. There are many organizations that strive to make their employees satisfied but not all can have this goal. This is now very important for the human resources professionals to get knowing what are the really factors that can lead to increase satisfaction to the employees.

### **Key job satisfaction aspects at workplace**

Managing to keep employees committed and satisfied take more than good pay and benefits. Therefore, the below are some of the list revealed as the key job satisfaction aspects as cited by employees that are:

Respect, according to the Society for Human Resource Management report reveals that the employees who get good respect to the employer are more satisfied and it considers being the most important factor.

Trust, in this report of Society for Human resource Management indicated that trust between them and top management is highly important satisfaction factor.

Security, it is important factor for employee job satisfaction, that if an employee at the organization that his/her job is secure can lead someone out of anxiety .There are many ways that an organization can provide a sense of security that it can be honest contact and transparency about company's health and long term viability.

Health environment, normally the place of work that is free from stress issues hassles and bigoted practices can lead a positive and healthy environment for everyone.

Pay and benefits, can lead to satisfaction that not only good wages be a reason of satisfaction but they can typically rank high on the list. A good pay that is competitive generally make employees feel valued and gives less reason to look for a job elsewhere.

#### **2.3.11 Ways to increase Job satisfaction**

Management of the organizations has a great deal to ensure a high level of job satisfaction is achieved. The leadership has many aims that intend to achieve such as improve the performance of a man and machine, improving the quality of work, increasing output, and simultaneously to bring the privilege of workmanship to people. The environment that is motivating is one that gives workers a sense of privilege in what they do. In showing the supervisors and managers how to build a more productive work environment, the below are the five steps process called the

Pride system. The leaders can improve job satisfaction within their organizations by following the process.

- Provide a positive working environment
- Reward and recognition
- Involve and increase employee engagement
- Develop the skills and potential of your workforce
- Evaluate and measure job satisfaction

Positive working environment, building job satisfaction should first begin by giving a positive working environment. This means in order to find what motivate people you should find what turns people on as this is the most important factor in the process. For the motivating working environment requires someone to do over beyond the call of duty and providing for the needs of the worker.

Reward and recognition, the powerful tool that can build morale and motivation is the personal recognition. Apart from that but also a personal note that is from a peer or supervisor can be more wonders. Small, informal celebrations are more effective than a quarter or a year formal event. This shows that the important thing is not pay and money that does not necessarily create job satisfaction.

Involve and engage the work force, actually people always may be showing up but are they really involving and productive? normally many employees are more committed and engaged if they find that there is a process for them to contribute various ideas and more suggestions. This gives a great sense of own ship and pride at work.

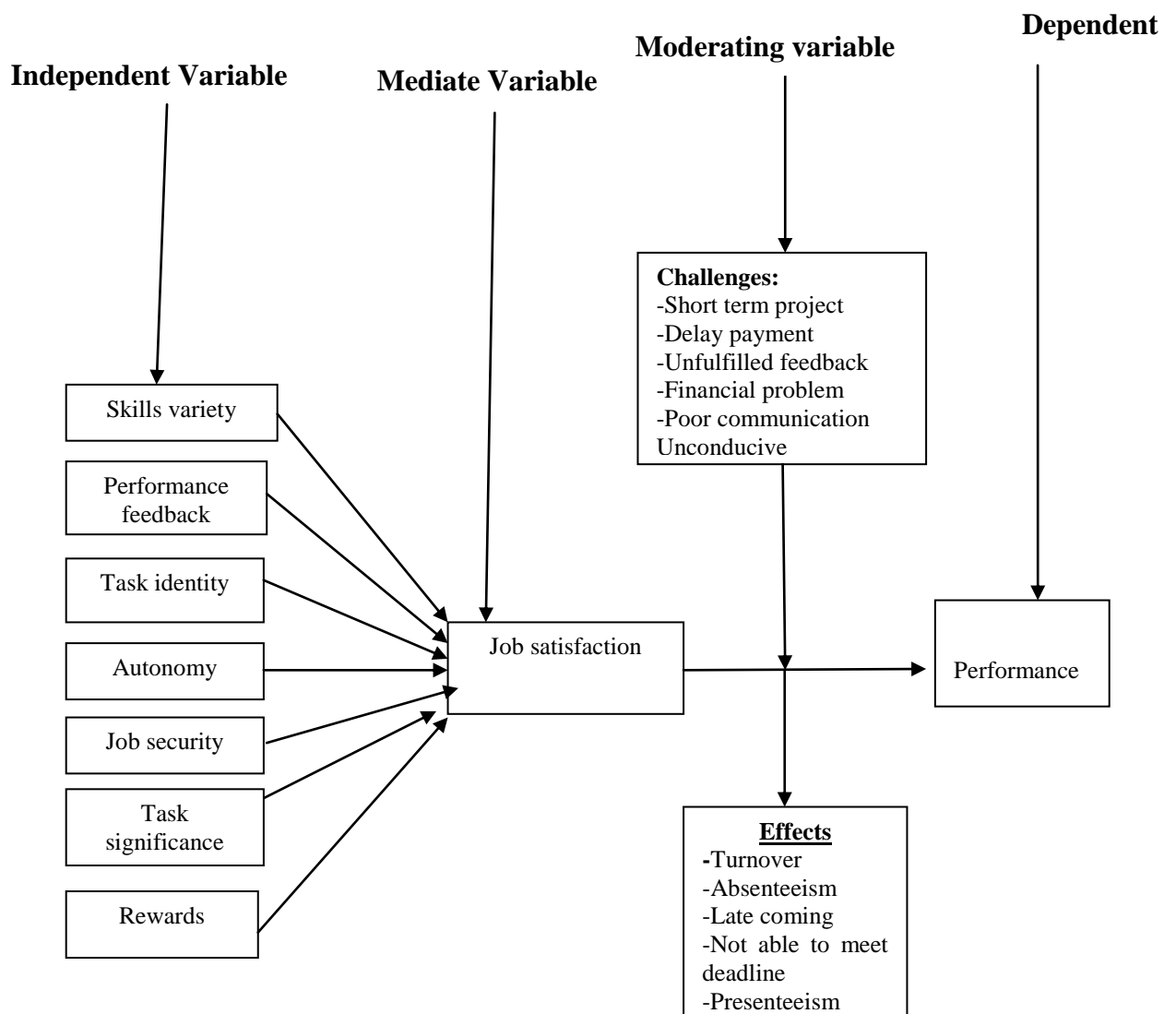
Develop worker's skills and potential of workforce; it is important as by giving training and education to the employees can make them productive and innovative. Different reasons of training and development that make sense. The employees who are well trained can be more capable and be happy to have new and more jobs and have control on them above all they need very less supervision which frees management for other tasks. Staff who understand the business, complain less are

more satisfied and seeming to be motivated. All of this leads to better management – employee relationships.

Evaluate and measure job satisfaction that is the final step of pride system. Evaluation is nonstop activity that includes a specific cycle of step. The real purpose of evaluation is to measure the progress and determine what needs to be improving. Progressing evaluation includes, but is not limited to, the measurement of attitudes, morale and motivation of the workforce. A good organization conducts a job satisfaction survey at least once a year.

#### **2.4 Conceptual Frame work**

This study adopted characteristic model by decomposition the job dimensions that are skills variety, task variety, task significance, autonomy and feedback to fit the research environment for that the researcher introduced job security and reward in addition to normal job characteristic determinants as such job dimension represents independent variables. Personal and work outcome represent dependent variable while mediating variables constitute job satisfaction which further is moderated by challenges which including variables such as short term project, delay of payment, unfulfilled feedback and these challenges in turn affects job satisfaction in a negative way that may lead to turnover, absenteeism, late coming ,not able to meet the deadline and presenteeism therefore striving to achieve better performance is the function of overcoming challenges and reducing negative effects towards job satisfaction and achieving better performance.



**Figure 2:2: Conceptual framework**

**Source:** Researcher own adaptation, 2016

### 2.4.1 Operational definition of terms

**Skills variety:** is defined as the extent to which the job necessitates a person to make the most of multiple high-level skills. In this study skill variety has been operationalized by directing statement to the respondents as to what extent they are happy to work on a task that requires varying skills.

**Task identity:** this is explained as the extent to which a person is in charge of implementation of identifiable piece of work from start to finish. In this study task identity has been operationalized by directing statement to the respondents as to what extent they are happy to plan, implement and report their job.

**Task Significance:** this explains as to whether a person's job substantially affects other people's work, health or well-being. In this study task significance has been operationalized by directing statement to the respondents as to what extent are happy to know that their tasks are important in achieving organizational goals.

**Autonomy:** The extent to which an individual has the freedom to make a decision how to perform his or her tasks. In this study task autonomy has been operationalized by directing statement to the respondents as to what extent they are happy to control over how and when tasks to be completed.

**Feedback:** means the extent to which people learn how effective they are being at work. In this study feedback has been operationalized by directing statement to respondents as to what extent they are happy to plan the work in a regular interval to implement reports for the work and ultimately receive the feedback.

**Rewards:** Rewards are concerned with the formulation and implementation strategies and policies that aim to reward people fairly, equitable and consistently in accordance with their value to the organization. In this study reward has been operationalized by directing statement to respondents as to what extent they are happy when they receive the entitled overtime payment or compensation and the right to promotion.

**Job security:** Refers to the security of keeping a particular job or employment contract. In this study job security has been operationalized by directing statement to respondent as to what extent they are happy to obtain their job and offered subsequent contract.

**Presenteeism:** Refers as the practice of coming to work despite illness, injury or other distress, often resulting in reduced productivity. In this study presenteeism has been operationalized by interviewing respondents as to whether they are compelled to attend work despite of their unfavorable health condition.

**Employee turnover:** is defined as the percent employees who abscond an organization and are substituted by new employees. In this study employee turnover

has been operationalized by interviewing respondents as to what reason may cause to leave the organization.

**Absenteeism:** Means the situation that the employee purposely become absent from the work. While employers expect workers to miss a certain number of workdays each year, excessive absences can equate to decreases productivity and can have a major effect on company finances. In this study employee absenteeism has been operationalized by interviewing respondents as to what reason may cause not to attend at work.

**Short term project:** Refer to the projects which are financed within a short duration for example one year or two years, this limit the job security since the employee contract should confirm according to project duration. In this study short term project has been identified by interviewing respondents as to what limit job security at the organization.

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 Introduction**

This chapter sought to present the research methodology which was used in conducting this study. The chapter comprised of the research design, area of the study, population and indicated how sample size was formed; data collection technique as well as data analysis was used in this study.

#### **3.2 Research Design**

This study used a case study type of research design. In using this type of research design the research was capable of obtaining real and enlightened record of personal experiences which would reveal man's inner strivings, nervousness and incentive that drive him to act along with the forces that direct him to adopt a certain pattern of behavior (Kothari, 2004). Case study was employed in order to enable the researcher to examine job satisfaction on employees' performance at Ifakara Health Institute.

#### **3.3 Area of the study**

This research was carried out at Ifakara Health Institute that involves in health research and training. Ifakara Health Institute was selected because of its great role in health research and ensuring good public Health for Tanzanians. The Institute also has been the centre of employment as it expands to the regions like Bagamoyo, Dar es Salaam, Rufiji, Ifakara and Mtwara, this expansion not only has increased the number of staff IHI has to employ but also creates possibility for Human Resource Management difficulties such as absenteeism, presenteeism, job dissatisfaction and turnover that needs special attention to overcome.

#### **3.4 Targeted Population**

The population of the study involved all employees of IHI at Ifakara Branch included in the study are Research scientists, Data staff, Administrators, and field staff

#### **3.5 Unit of enquiry**

The study drew from data clerks, field staff, research scientists and administrators.

### 3.6 Sampling techniques and Sample size

#### 3.6.1 Sampling Frame

According to Karl-Erik (2003) sampling frame consists of any items or instruments which is used by researchers to obtain relevant data for the study. In other words, sampling frame is a directory of all of the components of the population of interest.

**Table 3.1: Sampling Frame**

Type of respondent	Population	Sample size	Technique for selecting the sample
Research scientist	40	15	Purposive sampling
Administrators	12	5	Purposive sampling
Data clerk	40	20	Simple random sampling
Field staff	100	54	Convenient sampling
<b>Total</b>	<b>192</b>	<b>94</b>	

#### 3.6.2 Sampling Techniques

##### 3.6.2.1 Convenient sampling

Convenient sampling was employed to collect data related to the study from field staffs as they were busy with their schedule. The data was therefore collected from them on the bases of their availability.

##### 3.6.2.2 Purposive Sampling

Purposive sampling was used to the head of departments, project leaders as they have specific information related to their profession and their job.

##### 3.6.2.3 Simple Random Sampling

From this method, every unit had an equal chance of being picked up as subject of analysis. The whole process of sampling was done in a single step with each subject selected separately of the other members of the population (Msabila and Nalaila, 2013). This technique used in selecting respondents from data unit.

#### 3.6.3 Sample Size

In attaining the stated objectives, the study used a sample of 94 participants from Ifakara Health Institute which is more than 30% of a population as Greener (2008) emphasized.

### 3.6.3.1 Determination of optimal sample size

The stated sample was obtained using Slovin's formula of sample size calculation which is given as

$$n = N / (1 + N e^2).$$

Where

n=sample size,

N= total population,

e = error tolerance

Given:

Population (N) = 192

Error tolerance (e) =0.0735 which is 93% confidence level.

$$n = \frac{192}{1 + 192 \times 0.0735^2}$$

$$1 + 192 \times 0.0735^2$$

$$n = \frac{192}{1 + 192 \times 0.00540225}$$

$$1 + 192 \times 0.00540225$$

$$n = \frac{192}{1 + 1.037232}$$

$$1 + 1.037232$$

$$n = \frac{192}{2.037232}$$

$$2.037232$$

$$n = 94$$

Therefore, sample size was 94 respondents.

The study involved 94 respondents at IHI that produced a sample of more than 30% of the population as Greener (2008) emphasized.

### **3.7 Data collection method**

#### **3.7.1 Primary Sources**

##### **3.7.1.1 Interview**

According to Goddard and Melville (2001), an interview involves a one-on-one verbal interaction between the researcher and a respondent. Babbie (2008) pointed out that interview is done where by one person (an interviewer) asks questions of another (a respondent). In this study, interview was used to collect opinions and learn about experiences of respondents at Ifakara Health Institute. The selection of an interview method was justified by the following reasons:

- It is a suitable method for carrying out an in-depth investigation from a small number of respondents.
- Interview enables an investigator to capture both verbal and non-verbal responses including the emotional expressions by respondents and thus will enable capturing the direct assessment on the link between job satisfaction determinants and employee performance.

##### **3.7.1.2 Questionnaires**

A questionnaire is defined as a printed list of questions that respondents are asked to answer by the researcher (Goddard & Melville, 2001). The questionnaire used was based on the quest of this study to collect evidence, views and assessment of relationship between job satisfaction and employee performance at Ifakara Health Institute. The study used both open and close ended questionnaires. A total of 86 questionnaires were designed and distributed to Data, EHES, Administration, Laboratory and Intervention departments at IHI. McMillan and Schumacher (2001) emphasize that Questionnaires allow fairly accurate assessments of opinions. Similarly, questionnaires also have the ability to solicit information from several respondents within a short time (Kothari.1990)

### **3.7.2 Secondary Sources**

#### **3.7.2.1 Documentaries**

The study reviewed administrative manual which informed the study on IHI performance appraisal, reward system management, type of contract in order to have insight on historical trend of the problem to support the study goals.

### **3.8 Data analysis Techniques**

#### **3.8.1 Quantitative Data Analysis**

Quantitative data analysis was used to analyze data collected through questionnaires. This method is useful to researcher who is attempting to draw meaningful results from a large body of quantitative data. This method is advantageous due to the fact that it provided the means to separate out the large number of confounding factors that often obscure the main quantitative findings (Abeyasekera, 2000)

#### **3.8.2 Qualitative Data analysis**

This method was employed to analyze data collected through interviews and where data have been analyzed and presented using themes and sub themes developed basing on objectives.

## **CHAPTER FOUR**

### **RESULTS AND DISCUSSION**

#### **4.1 Introduction**

The aim of this chapter is to provide the research findings and its discussion based on the specific objectives of the study. The chapter analyses and discusses the results of the data obtained from the field. The study was primarily conducted to examine job satisfaction on employees' performance at Ifakara Health Institute. Specifically, the study was conducted to address three research objectives; the first objective was to know what influences job satisfaction at IHI; the second objective to know the effects of job satisfaction on employees' performance at IHI and the third objective was to know what challenges facing IHI in satisfying the employees. The results obtained from the study are preceded by demographic characteristics of the respondents as presented herein:.

#### **4.2 Socio-economic characteristics of the respondents**

This section presents findings on the characteristics of respondents which include sex, age, respondents' education level and the length of service. These characteristics were important in explaining respondents' opinions with regards to examining job satisfaction on employees' performance at Ifakara Health Institute.

##### **4.2.1 General Characteristics of Respondent**

###### **4.2.1.1 Gender of respondents**

The findings from the responses revealed that 33.7% of respondents were males while (66.3%) were females. These findings suggest that even if females exceeded the number of men, both sexes were represented in the study. Table 4.1 contains summarized responses.

###### **4.2.1.2 Age of Respondents**

Table 4.1 shows the ages of respondents which is categorized into three groups; 18-33, 34-49 and 66-81. The questionnaire responses, age wise show that greater parts of respondents were those between the ages of 18-33 years old which constituted 54.7% however, 34-49 years old constituted 41.9%, and 66-81 years old constituted 3.5%.

#### 4.2.1.3 Departments of the respondents

Table 4.1 demonstrates the departments from which respondents were drawn from. Respondents from Data department formed 7.0% of respondents, EHES department 26.7%, Administration core, and Laboratory and Intervention department seem to have more respondents that are 66.3%.

#### 4.2.1.4 Education level of respondents

Table 4.1 shows the education levels of respondents that were categorized into three levels, namely; primary education, secondary education and tertiary/University. The findings reveal that there were 86 respondents, of which 74.4% are secondary school education level while none of the respondents hold Primary school education level and 25.6% of respondents hold tertiary/University level education. These findings suggest that even if respondents with secondary school education exceeded the number of respondents of tertiary/University level education all were represented in this research.

**Table 4.1: General Characteristics of Respondents**

		Frequency	Percentage
Gender	Female	57	66.3
	Male	29	33.7
Age	18-33	47	54.7
	34-49	36	41.9
	66-81	3	3.5
Departments	Data	6	7.0
	EHES	23	26.7
	Admin, Laboratory, Intervention	57	66.3
Education	Secondary	64	74.4
	Tertiary/University	22	25.6
	<b>Total</b>	<b>86</b>	<b>100.00</b>

**Source:** Questionnaire data (2016)

#### 4.5 Respondents' employment Status

Table 4.2 shows that 65.1% of respondents have one-year contract while 34.9% temporary contract, in line with the findings we consulted IHI Administrative manual (2010: 8) which states that;

*“Regular contracts shall be offered to persons with academic qualification and skills to carry out the mandates and supportive functions of the Institute. The duration of the contract shall be one (1) to five (5) years depending on the nature and requirement of the position or job”:*

The temporary nature of the projects limit employee job security and this may have implication in enhancing their job satisfaction to improve employees’ performance. The importance of duration of employment has also been revealed in other studies for example Blanchflower and Oswald (1999) revealed that US employees in secure job record have higher levels of job satisfaction and European data hold the strong link between the feeling of having a secure job and reporting of higher job satisfaction. Thus, job satisfaction emanates from job security and the quality of the employer-employee relationship.

**Table 4.2: Employment Status**

		<b>Frequency</b>	<b>Percentage</b>
<b>Employment status</b>	One-year contract	56	65.1
	Temporary	30	34.9
<b>Total</b>		<b>86</b>	<b>100.0</b>

**Source:** Questionnaire Data (2016)

#### **4.6 Prevailing factors influencing job satisfaction at IHI**

This section sought to identify the prevailing factors influencing job satisfaction at IHI. The following are the findings which show factors that influence job satisfaction at IHI as shown in table 4.3

##### **4.6.1 Job security**

To identify relationship between job security and employee job satisfaction, respondents were asked if they were happy in retaining their job and offered subsequent contract, the results showed that 83.7% of respondents strongly disagree with the statement. This implies that employees who are assured with job security seem to be more satisfied with their job.

#### **4.6.2 Reward**

To identify how reward is related to employee job satisfaction, respondents were asked if they were happy to receive the entitled overtime payment or compensation and right to promotion, the results show that 80.2% of respondents strongly disagree with the statement. This implies that employees with good rewards seem to be more satisfied with their job.

These results confirm the findings of the research conducted by Sarwar S and Abugre J (2013) who found that there is relationship between employees' rewards and the dimension of their job satisfaction in service sector; their results were that rewards play a significant role in employee satisfaction resulting in increased customer satisfaction and loyalty.

In an interview held with one of the staff from Data Unit with regards to what are factors influencing employees' job satisfaction at IHI, had the following to say

*"I always try hard to achieve my work target but frequent power cut, internet short coming, and delay in payment, limit our ability to achieve our target"*

However, an interview with the head of department of Laboratory had shown a bit different opinion regarding job satisfaction.

*"I always meet my target and achieve what is expected in me, I think this job is not only significant but also one of the rewarding, I have been working here for five years now acquiring the considerable experience and accessed a promising opportunity for further training. This is one of the great jobs I am proud to have"*

This indicates that there are different feelings between heads of units and other staff while the head of departments seem to have high satisfaction with their jobs while other staff needs more attention for them to achieve to have their job to satisfy them; even the aspects which satisfy them differ with other staff that seem to be more concerned with job security and rewards that the head of department was much concerned with recognition and self-actualization.

This finding also confirms the results of a research conducted by Gupta (2006) who found that professional people were the most satisfied, followed by salaried workers and factory workers were the least satisfied with their jobs.

**Table 4.3: Prevailing factors influencing job satisfaction at IHI**

		<b>Frequency</b>	<b>Percentage</b>
<b>Task identity</b>	Strongly agree	52	60.5
	Agree	19	22.1
	Disagree	4	4.7
	Strongly disagree	11	12.8
<b>Skills variety</b>	Strongly agree	29	33.7
	Agree	35	40.7
	Disagree	12	14.0
	Strongly disagree	10	11.6
<b>Performance feedback</b>	Strongly agree	29	33.7
	Agree	23	26.8
	Disagree	20	23.3
	Strongly disagree	14	16.3
<b>Autonomy</b>	Strongly agree	34	39.5
	Agree	22	25.6
	Disagree	17	19.8
	Strongly disagree	13	15.1
<b>Job security</b>	Strongly agree	6	7.0
	Agree	3	3.5
	Disagree	5	5.8
	Strongly disagree	72	83.7
<b>Rewards</b>	Strongly agree	4	4.7
	Agree	9	10.5
	Disagree	4	4.7
	Strongly disagree	69	80.2
<b>Task significance</b>	Strongly agree	26	30.2
	Agree	10	11.6
	Disagree	9	10.5
	Strongly disagree	44	47.7
	<b>Total</b>	<b>86</b>	<b>100.0</b>

**Source:** Research Data (2016)

#### **4.7 Relationship of Job satisfactions on employees' performance at IHI**

Table 4.4 shows the effects of job satisfaction on employees' performance at IHI, the findings show that workers are satisfied by their job are likely to have good performance, 27.9% of respondents had their opinions that workforce who are

satisfied by their job are likely to increase their performance, 44.2% of respondents argued that if the workforce are dissatisfied can decrease employees' performance.

Therefore, from the above findings it is apparently that satisfied human resources can increase their performance and dissatisfied workforce can decrease their performance. This can further be identified as an indicator of turnover, absenteeism and presenteeism.

**Table 4.4: Relationship between Job satisfactions on employees' performance at IHI**

	<b>Frequency</b>	<b>Percent</b>
It increases performance	24	27.9
It increases working morale	22	25.6
It decreases employees' performance	38	44.2
It does not affect employees' performance	2	2.3
<b>Total</b>	<b>86</b>	<b>100.0</b>

**Source:** Research Data (2016)

Further analysis on table 4.5 shows the employees' attitudinal statement that expresses experience in the daily today practice of their job, the findings showed that 81% of respondents strongly disagreed that they felt part and parcel of the organization and work hard while 80% of respondents strongly disagreed to come early at work, 60.5% showed that they strongly disagreed to be happy to plan, implement, report and receive feedback on job, 39.5% showed that they strongly disagreed to be in charge on how and when tasks to be completed and 33.7% showed that they strongly disagreed to be happy to plan the work in regular interval to implement reports for the work and receive feedback.

From the above findings there have been slightly different manners among the employees while the head of departments, project leaders and research scientists constituted about 7% strongly agreed that they felt part and parcel in the organization, 12.8% strongly agreed to be happy to plan, implement, report and receive feedback on job, 15.1% strongly agreed to be able to have power over and when tasks to be completed and 16.3% strongly agreed to plan the work in regular interval to implement reports for the work and receive the feedback. These imply

that much effort is needed to address the job dissatisfaction among the normal staff in the organization.

**Table 4.5: Attitudinal statement of employees' performance at IHI**

Attitudinal statement	Strongly agree		Agree		Disagree		Strongly disagree	
	Frequency	Percentage	Frequency	Percentage	Frequency	Percentage	Frequency	Percentage
I work hard everyday	7	8	5	6	4	5	70	81
I come early at work	7	8	2	2	8	9	69	80
I feel part and parcel of this organization	6	7	6	7	4	5	70	81
I am happy to plan implement ,report and receive feedback on job	52	12.8	19	22.1	4	4.7	11	60.5
I am happy I can control over how and when tasks to be completed	34	15.1	22	25.6	17	19.8	13	39.5
I am happy I can plan the work in regular interval to implement reports for the work and receive the feedback	29	16.3	23	26.8	20	23.3	14	33.7
<b>Total</b>	<b>86</b>	<b>100</b>	<b>86</b>	<b>100</b>	<b>86</b>	<b>100</b>	<b>86</b>	<b>100</b>

**Source:** Research Data (2016)

#### 4.8 Job Satisfaction Status

Table 4.6 shows job satisfaction status that the respondents were asked on how they find their job, the findings show that 84.9% of respondents were lowly satisfied with their job and 15.1% of respondents were satisfied with their job. This means that, management of IHI can still make more efforts to improve insuring that the workforce are pleased with their jobs and that can lead them to have good performance.

**Table 4.6: Job Satisfaction Status**

	Frequency	Percent
Satisfied	13	15.1%
Dissatisfied	73	84.9%
<b>Total</b>	<b>86</b>	<b>100.0</b>

**Source:** Research data (2016)

#### 4.9 Challenges facing IHI in satisfying the employees

There might be many challenges facing a transformed organization in satisfying the employees, in this sense organizations normally ask to what they should do to attract and retain "the right people" The answer might just be giving people what they want. As many studies have shown, satisfied employees tend to be much more productive, creative and committed to their employers. After all, high levels of absenteeism and an increased turnover can profoundly affect an organization's bottom line. Job satisfaction as: "a sense of personal growth most often measured by the extent of new challenges and learning situations experienced", amazingly, only a few organizations have made job satisfaction a top priority in their overall strategy. Perhaps they fail to understand the significant link between job satisfaction and performance.

Identifying aspects to have job satisfaction has always been a challenge, one of the competitive challenges faced by health Institute lies in the management of human resources. The below are the challenges found at IHI in satisfying the employees.

##### 4.9.1 Short term nature of employee contract

IHI core functions constitutes Research, Training and Service therefore in this case achieving its goal mainly depends on the way it appeals attention of its employees. In many cases the security of employment among the projects staff mostly depend on

the duration of the project therefore, it appears most of the short term project do not guarantee the security of the employment

When asked about what challenges towards achieving job target, one of the field staff had this to say:

*“Our contract is not reliable and accomplishment of our plan does not guarantee by the short term job contracts this limit our commitment towards achieving, not only our job also contributing to our organization advancement.”*

This has also been confirmed when interviewed administrator of IHI that:

*“It is always difficult to guarantee security of employment to employees who are working in the projects since our contracts to employees depends on projects duration, when the projects come to an end our employees contracts are uncertain”*

#### **4.9.2 Unfulfilled performance feedback**

One of the best way to encourage job satisfaction is to ensure that employees are provided with job description and upon accomplishment of their job they are appraised and given performance feedback this mainly depend upon the extent to which the performance appraisal are conducted and the number of time the organization provide feedback, when consulted IHI administrative manual (2010: 14) on documentary review it was clearly stated that;

*“It is Institute’s policy that all its employees are appraised annually on their performance against set objectives standards and job requirements as prescribed in the job descriptions. Additionally, midyear review of performance targets may be conducted for staff and the staff shall be informed of their level of performance in the period concerned”*

However when interviewed IHI HR on performance feedback had the following to say:

*“We always make performance agreement and set criteria for the staff to achieve it appears out of sudden that some projects fall within our agreed period before a*

*project come to an end the feedback does not guarantee their subsequent attempt to improve their performance ; this appears to be the major shortfall”*

It appears that performance feedback is more feasible among certain group of employees, including research scientists, project leaders, core staff and head of department while it turns difficult when it comes to the project staff due to short term duration limited to the projects.

#### **4.9.3 Unplanned employment and frequent retrenchment**

It is important that the Institute demand side should balance to the supply side of human resource requirement this enables the organization to avoid unnecessary recruitments that may later lead to frequent retrenchment.

The interviewed IHI HR had the following to say on unplanned employment and frequent retrenchment

*“The Institute faces problem of misunderstanding between project leaders and HR department as project leaders prefer to recruit staff for their projects however the project leaders are expert on their project but unfortunately they are not expert in human resource issues so often happen unplanned employment which fail to balance demand and the supply of the staff something which lead to frequent retrenchment that seen to dissatisfy employees”*

#### **4.9.4 Delayed payment**

Employees’ compensation on the work done is among the main contributor to appreciation of employees efforts on achieving the goal. If organization ensures the fair and timely payment towards its employees, normally satisfy them. Unfortunately this is hardly achieved at IHI since they have been affected by centralization of financial requisition approval that make more delay and timely payments of staff.

This has been confirmed when interviewed one of the staff of the data unit set the following message to the management

*“Though we are sometimes given job description that states level and task to be accomplished in a given time but we often have to work overtime but payment for working beyond the working hours is hard to be compensated and that affect our commitment towards our jobs.*

Therefore respondents send a strong message to the management that adjusting short term nature of employment, ensuring performance feedback, reduce unplanned employment and frequent retrenchment and timely payment are the challenges that require attention to satisfy them.

## **CHAPTER FIVE**

### **SUMMARY, CONCLUSION AND RECOMMENDATIONS**

#### **5.1 Introduction**

In this chapter, a summary for the study is presented and the conclusion is drawn basing on the findings presented and discussed. This is followed by recommendations for the study basing on the findings.

#### **5.2 Summary of the Study**

The aim of this research was to examine job satisfaction on employees' performance at Ifakara Health Institute. Specifically, the study aimed at examining the prevailing factors influencing job satisfaction at IHI; examining the effects of job satisfaction on employees' performance at IHI and examines the challenges faced by IHI in satisfying their employees. Previous studies on job satisfaction has been presented in chapter two with the following aspects considered as important for the topic: conceptualization of job satisfaction with different definitions of job satisfaction, determinants of job satisfactions with different job classification that are environmental factors and personal factors, effects of job satisfaction as well as challenges associated with job satisfaction.

Case study research design was used, employing both primary and secondary techniques of data collection during the study in order to answer the following research questions:

- i. What influences job satisfaction at IHI?
- ii. What are the effects of job satisfaction on employees' performance at IHI?
- iii. What are the challenges facing IHI in satisfying the employees?

Thus, in responding to the stated research questions, data were collected and analyzed by using various statistical techniques such as percentages and frequency distribution. The qualitative data were also edited, coded and arranged into themes. The revealed research findings are as follows:

Firstly, with regard to what influenced job satisfaction at IHI, the findings revealed that job security and rewards are the key factors that influence job satisfaction at IHI,

however, this is not happening at the Institute as the findings show that in job security 83.7% of respondents strongly disagree means that lowly satisfied with the job security while 80.2% of respondents strongly disagree with rewards system at IHI.

The study in the second research question wanted to know what are the effects of job satisfaction on employees' performance at IHI; the findings from the interview conducted with IHI field workers revealed that if the employees are dissatisfied in their job can lead to poor performance, losing to have working morale and lead to absenteeism, turnover and presenteeism.

With respect to the third research question on what are the challenges facing IHI in satisfying the employees; the findings show that; short term projects, implementation of performance feedback and delay of payment are the major challenges facing IHI in satisfying the employees.

### **5.3 Conclusion and Recommendation for the study**

#### **5.3.1 Conclusion**

Firstly, On the basis of the first objective that seek to examine the prevailing factors influencing job satisfaction at IHI, the study concluded that job security and rewards are the major factors that influence employees' job satisfaction at IHI.

From the second objective, the study concludes that job satisfaction has a great effect on employees' performance such as poor performance at work, losing to have working morale that leads to turnover, absenteeism and presenteeism. In the third objective that seeks to determine the challenges facing IHI in satisfying the employees the study concluded that; short term projects, implementation of performance feedback and delay of payment are the major challenges facing IHI in satisfying the employees.

#### **5.3.2 Recommendations**

Since the study findings reveal that job security and rewards have great impact on employees' performance, the study recommends that the Institute should continue

putting more efforts on improving the job security and rewards of the workers so that they can be pleased with their jobs.

In the second objective that seeks to examine the effects of job satisfaction on employees' performance at IHI the study recommends that there should be an improvement of job security through project resource complementation and adjustment of reward management system to reflect the status of employees and the socio-economic situation prevailing in our societies.

In the last objective that seeks to examine the challenges faced by IHI in satisfying their employees the study recommends that the project leaders who have short term projects have to make project resource complementation; basing on delay of payment the study recommends the decentralization authority to approve the staff financial requisition of payments at branch levels and adjustment of reward management system to reflect the status of employees and the socio-economic situation prevailing in our societies. Moreover, the study recommends that there should be a good system of conducting performance feedback for the work done as most of the employees seem to be happy to know if their contribution to the Institute is meaningful and recognized.

### **5.3.2 Areas for further research**

The study identifies the following as the areas for further studies:

- (i) The study focused on examining job satisfaction on employees' performance at Ifakara Health Institute at Ifakara Branch. Taking Ifakara Branch as a case study, it would be impractical to generalize the findings to the other branches across the whole Institute because the Institute has several branches such as Bagamoyo Branch, Dar es salaam Branch, Kigoma Branch, Ifakara Branch and Rufiji Branch. Thus it would be useful if other researchers can conduct on other branches.
- (ii) In addition to the above, little has been conducted in Tanzania especially with the use of qualitative research techniques to solicit information on what

influence job satisfaction at IHI. Thus, more qualitative research is therefore recommended for future studies.

- (iii) The study was based on Core job characteristics model in examining job satisfaction on employees' performance at IHI, further studies can be conducted in an attempt what really influence job satisfaction at IHI.

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## **APPENDICES**

### **Appendix I: Interview Questions Guide Lines**

This interview Guidelines has been designed to guide a researcher on what can address Job Satisfaction and improve Employees' Performance at Ifakara Health Institute

1. Je kuna kiwango maalumu cha kazi unachopaswa kutimiza kwa siku,mwezi au mwaka?
2. Kama ndiyo ,je unafanikiwa kutekeleza kiwango cha kazi au malengo ya kazi uliyojiwekea?
3. Kama Hapana ,tatizo ni nini?
4. Ni vitugani vinakwamisha ufanisi wako wa kazi?
5. Unahitaji nini iliufanye kazi yako kwa ufanisi mkubwa zaidi?
6. Unajuaje kama kazi uliyofanya imefikia Ubora unaotakiwa?
7. Je unapewa maelezo ya kazi unazopaswa kufanya (Yaani Job description)?
8. Je huwa unaenda likizo zako zote unazostaili kuzichukua ?
9. Kama Hapana ,tatizo ni nini?
10. Unawezaje kuielezea Kazi yako?
11. Una matarajio gani katika kazi yako ?
12. Ukiondoa likizo ya kawaida ni sababu gani nyingine inaweza kukufanya usiwepo kazini?
13. Je wakati mwingine unapaswa kuja kazini japokuwa Ujisikii vizuri kiafya ?
14. Kama Ndiyo sababu ni nini?

*Nakushukuru kwa ushirikiano wako*

## Appendix II: Questionnaire Sheet for IHI Employees

### Introduction

The aim of this Questionnaire is to support the Data collection exercise that will facilitate dissertation that intend to examine what can address Job Satisfaction and improve Employees' Performance at Ifakara Health Institute

Currently Job satisfaction to employees' performance in the organization continues to be very crucial if at all organization needs to improve its service qualities, one of the competitive challenges faced by health institution lies in the management of human resources. Therefore, to understand what can address Job Satisfaction and improve Employees' Performance at Ifakara Health Institute will partly accrue from respondents' response from the questionnaires. Hence the response to the questionnaires will help the researcher to draw a conclusion about what can address Job Satisfaction and improve Employees' Performance at Ifakara Health Institute.

1. Please answer each question by ticking appropriate space provided below.

Have you been employed by IHI? [ ] NO [ ] YES.

Which status of employment do you have?

1	2	3	4	5	6
permanent	One-year contract	Temporary	Volunteering	Two years' contract	More than two years

2. Which group of IHI employees below do you belong to?

Gender	Age	Area	Education
Male	18-33 <input type="checkbox"/>	Data	Primary <input type="checkbox"/>
	34-49 <input type="checkbox"/>	EHES	Secondary
Female	50-65 <input type="checkbox"/>	Access	Tertiary/University

	66-81 <input type="checkbox"/>	Core <input type="checkbox"/> <input type="checkbox"/>	
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Key variables	Statements <input type="checkbox"/>	Scales				
		1	2	3	4	5
Task identity	I am happy to plan, implement, report and receive feedback on my job.					
Skills variety	I am happy working on tasks that require varying talents and skills.					
Performance feedback	I am happy I can plan the work in a regular interval to implement reports for the work and ultimately receive the feedback.					
Autonomy	I am happy that I can control over how and when tasks to be completed.					
Job security	I am happy retaining my job and offered subsequent contract.					
Rewards	I am happy that I receive the entitled overtime payment or compensation and the right to promotion.					
Task significance	I am happy to know that my tasks are important in achieving organizational goals.					

Please indicate the number against the related statement (consider the below key to scales)

**Key to scales;** 5. Strongly Agree    4. Agree    3. Neither agree nor disagree    2. Disagree

1. Strongly Disagree

3. How do you find your job?

- 1) Good
- 2) Very good ( )
- 3) Excellent
- 4) Unsatisfactory
- 5)

Others.....

4. What are the challenges facing IHI in satisfying the employees?

Challenges	Grade				
	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
Rewards					
Autonomy					
Skills variety					
Task significance					
Task identity					
Performance feedback					
Job security					

5. What is the effect of job satisfaction on employee's performance at IHI?

- 1) It increases performance
- 2) It increases working morale ( )
- 3) It decreases employees' performance
- 4) It does not effect employees' performance
- 5) Others.....

6. In your opinion, what should be done to improve your job performance?

- 1) Increases job security
- 2) Improve working condition

- 3) Improve rewards system management ( )
- 4) Improve employee management relation
- 5) Offer on job training
- 6) Others.....
- ...

***Thank You For your cooperation***