

**FACTORS LEADING TO EMPLOYEE JOB DISSATISFACTION:
A CASE OF KINONDONI DISTRICT**

**By
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**Dissertation Report Submitted to Mzumbe University Business School in
Partial fulfillment of the Requirement for the Award of Degree of Masters of
Business Administration (MBA-CM) of Mzumbe University**

2013

CERTIFICATION

We, the undersigned, certify that we have read and hereby recommend for acceptance by the Mzumbe University, a dissertation/thesis entitled **Factors Leading to Employee Job Dissatisfaction: A Case of Kinondoni District**, in partial/fulfilment of the requirements for award of the degree of Master of Business Administration of Mzumbe University.

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I am equally profoundly grateful to my family especially my Husband and Son for their material and moral support during the whole time of my study. Thank you for the incredible inspiration, support, commitment and affection you showed me.

DEDICATION

This work is dedicated to my beloved husband Allan .J Yessaya and my son Anno Yessaya who sponsored and inspired me through prayer, encouragement, love and affection

LIST OF ABBREVIATION

AC	Affective Commitment
ASA	Attraction-Selection-Attrition Model
HRM	Human Resources Management
KD	Kinondoni District Council
LGA	Local Government Authority
LGRP	Local Government Reform Program
MPS	Motivating Potential Score
NA	Negative Affectivity
PA	Positive Affectivity
PMORALG	Prime Minister Office Regional Administration and Local Government
PSRP	Public Service Reform Program
SPSS	Statistical Package for Social Sciences
TUCTA	Trade Unions Congress of Tanzania
VIE	Valence, Instrumentality and Expectancy

ABSTRACT

This study investigated the factors which lead to employees' job dissatisfaction in Tanzania Local Government Authority. The study was conducted in Kinondoni Municipality in Dar es salaam region. A sample of 82 respondents was used in this study. Purposive sampling was applied in selecting of the departments and simple random sampling in selection of respondents from each department. Data were collected using questionnaire, interview and documentary review. Statistical packages for social sciences were employed in data analysis.

It was revealed from the study that majority of employees in Kinondoni Municipality are dissatisfied with their jobs. The factors responsible for job dissatisfaction are insufficient salary and allowances, unsatisfactory working environment relation, few opportunities for career development, poor physical working environment, nature of supervision and low valuing and utilization of employees' skills.

The study also revealed that job dissatisfaction has consequences to employees' intentions to leave the job in the municipality as well as poor services delivery. Pulling factors for intention to leave the job revealed to be high salary and attractive allowance, good working environment and achievements appreciated as well as availability of opportunities for growth.

The recommendations given out to KMC is to improve management-employees relations, improve physical working environment, give weight to all types of communication (top down, bottom up as well as horizontal communication) and insisting on employee and management meetings. It is also suggested that KMC should be transparent in procedures involved in promotion, training and nature of supervision should be friendly.

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CHAPTER ONE

INTRODUCTION

1.0 Introduction

This chapter presents the discussion about background of the problem, statement of the problem, purposes and objectives of the study, research questions, hypothesis and significance of the study.

1.1 Background to the Problem

The Local Government Authority was reintroduced in Tanzania in 1982 through Acts No.7 and 8 which reintroduced rural and urban Local Government Authorities respectively. In the early 2010's the Government embarked on Public Service Reform Programme (PSRP). Political reforms followed in 2010 when Tanzania re-introduced Multi-Party Democracy which raised hopes for an improved performance through greater involvement of citizens. The anticipated improved performance in service delivery as well as development initiatives through broad-based public involvement was not being achieved as anticipated (PMORALG 2007).

Several reasons were identified as being responsible for such failure. The human resource capacity and management was weak and this seriously constrained performance by Local Government Authorities, Weak leadership and poor management of the councils, Shortage of properly qualified, disciplined and committed personnel, shortage of revenue due to narrow tax base, over-employment within the Councils, lack of transparency and accountability in the conduct of Councils' business were among the acknowledged reasons (PMORALG 2007).

The Local Government Reform Programme was formulated and implemented by the government in order to address the problems which restricted the performance of the Local Government Authorities. Through the programme, the government aimed at strengthening Local Government Authorities and transforming them to be effective instruments of social and economic development at local level. This has been addressed by the government in "A Local Government Reform Policy Paper" of 2008. The policy paper was preceded by the Reform Agenda (2006 -2010). The

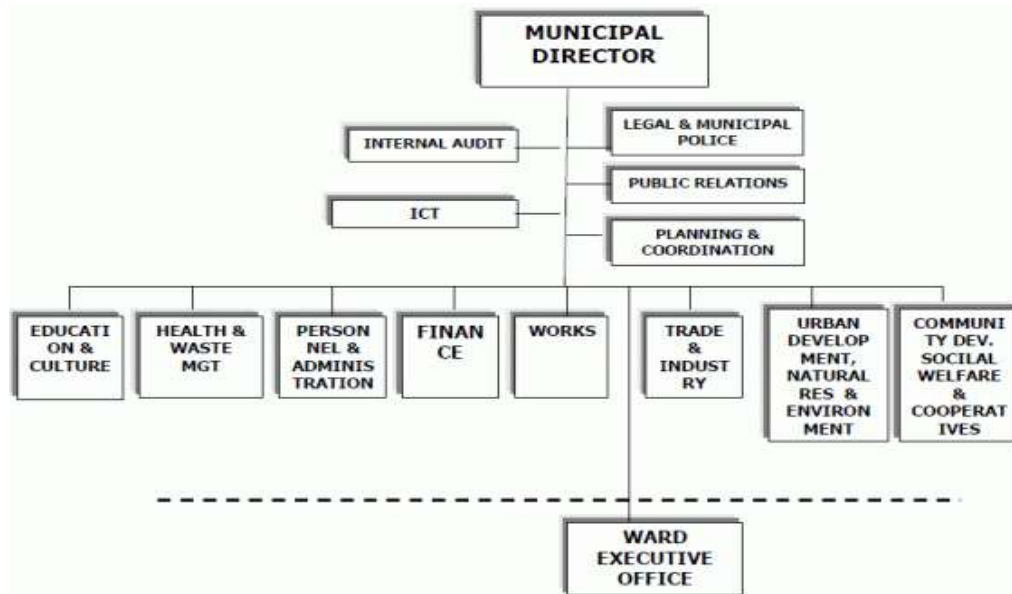
main goal (long-term) of LGRP is to contribute to the Government's efforts of reducing the proportion of Tanzanians living in poverty. Its purpose is to improve quality, access and equitable delivery of public services, particularly to the poor. These must be provided through reformed and autonomous local authorities (PMORALG, 2007). This also involved taking away Local government personnel from ministerial subordination, and restructuring local government administration. Through this, Local governments would be able to recruit their own staff, organized in a way decided by their respective councils in order to improve service delivery.

Kinondoni Municipal Council (KMC) was established as a Municipal Council by the Local Government (Urban Authorities) Act of 1982 which merged & amended the Municipalities Ordinance Cap 105, Local Government Ordinance Cap 333 and Urban Council Act No 11 of 1981. It was later established as an autonomous body by the Government Notice No. 4 of the year 2010, thus giving it the mandate to improve the quality of services provided to the people (KMC Report, 2009).

As part of the Local Government Reform Program, KMC has been among the first 38 Local Authorities that participated in phase one of the Local Government Reform Program (LGRP). The major purpose of the LGRP in Tanzania is to improve quality of services delivered to the public with a focus on good governance, restructuring of the Local Government Authorities, financial management, human resources planning and management as well as legal services through the decentralization process.

The organization structure of KMC is not different from the structure of other Municipal Councils. It is headed by the Municipal Director who is appointed by the president, below the Director there are a number of Heads of Departments such as personnel and administration; planning and finance; engineering and works; education and culture; trade and economic affairs; urban planning; health and social welfare; cooperatives, agriculture and livestock development; and community development.

Figure 1. 1Kinondoni Municipal Organization Structure



Source: Researcher’s (2013)

The structure of the municipality is designed purposely in order to ensure that there is quality of services delivery that meets customers’ (public) expectations. In order to be in a position to undertake its roles and functions, Kinondoni Municipal Council is expected to have adequate number of appropriately trained, qualified and well-motivated staff, who are recruited and promoted exclusively on merit, and commitment to serve the council.

However Kinondoni Municipal is faced with several challenges/threats which contribute to the low level of services delivery. These include among others, corruption among different actors unnecessary red-tape, low level of education of some key actors in the Council, insufficient resources, insufficient working tools/equipment, shortage of qualified and skilled personnel (HRM), low community involvement and participation, low level of law enforcement (KMC Strategic Plan Paper, 2010-2013).

Human Resources Department Report (2009-2013) of Kinondoni Municipality reveals that the number of employee's turnover has been increasing year after year. As most studies suggest, employers benefit from satisfied employees as they are more likely to profit from lower staff turnover and higher productivity if their employees experience a high level of job satisfaction. However, employees should also 'be happy in their work, given the amount of time they have to devote to it throughout their working lives (Nguyen, Taylor and Bradley, 2003). Job satisfaction is considered a strong predictor of overall individual well-being as well as a good predictor of intentions of employees to leave a job (Gazioglu and Tansel, 2012).

Table 1.1 The trend of employee entry and exit at Kinondoni Municipality for 5 years (2008-2012)

Employment Status	2008	2009	2010	2011	2012
Employee Entry	92	57	182	77	145
Employee voluntary exit	23	32	62	66	97
Employee involuntary exit (retired and death)	42	33	30	25	40

Source: Kinondoni Municipality Human Resources Department (2008-2012) Report

In view of this trend the management of Kinondoni Municipal has established different initiatives to try to minimize employees' turnover and bring employee job satisfaction in the organization. These are divided into two; non monetary and monetary initiatives as discussed below.

Non monetary initiatives

- a. Writing letter of appreciation to the workers who have worked in the municipality for not less than six years without any scandal and believed to perform their tasks well without or with little customers complains.
- b. Publicizing the photos and names of best workers in the municipality notice board

- c. Study tour to national parks and other attractive scenes to be provided to the best workers. The records shows that this is expected to start this year 2013.

Table1.2 Monetary Initiatives to motivate employees in Kinondoni Municipality

S/N	Initiatives	Personal covered	Amount	Period
1.	Mobile phone allowance	Directors Heads of Department and section Their personal secretaries	15,000-300,000	Monthly
2.	House rent allowance	Directors Heads of Departments and sections Junior staff working close to directors, heads of departments and sections	50,000-180,000	Monthly
3.	Best workers allowance depending on performance	Individual employees	400,000-600,000	Yearly
4.	3 best primary school depend on standard seven national examination results	Primary schools	500,000-1,000,000	Yearly
5.	3 best secondary school depending on form IV national examination results	Secondary schools	500,000-1,000,000	Yearly
6.	3 best hospitals depend on performance	Hospitals	500,000-1,000,000	Yearly
7.	Water and electricity allowance	Heads of departments and sections	40,000-60,000	Yearly
8.	Condolence allowance on the death of husband or wife and children of employee	All employees	500,000	Any time as death occur
9.	Working environment allowances	All employees	50,000-150,000	Monthly

S/N	Initiatives	Personal covered	Amount	Period
10.	Bites allowances	All department and section	30,000-200,000	Monthly

Source:Researcher's (2013) Kinondoni Municipality Human Resources Department report 2009-2013

Despite all these initiatives of incenting and benefits which KMC has put in place to bring about employees job satisfactions' there still a significant level of job dissatisfaction which is evidenced from employee's turnover which has been increasing year after year as evidenced in table 1.1 above.

1.2 Statement of the Problem

Employees are the vital resources of any organization that can make the organization move ahead. Among the role of Human Resources Management is to make sure that the organization has the right kind of employees doing the right jobs at the right time. This is facilitated with attraction and retention of highly qualified employees. When employees are satisfied, they tend to care more about the quality of their work, they are more committed to the organization, they have higher retention rates, and they are generally more productive (Bravendam 2012).

There is a substantial body of literature that has reported that job satisfaction is negatively related to turnover intention (Griffeth, Horn, & Gaertner, 2010).Once employees are dissatisfied there is higher chance of considering other employment opportunities.

Effective employee retention is a systematic effort by employers to create and foster an environment that encourages current employees to remain employed by having policies, and practices at place that address their diverse needs. The management of KMC has established different initiatives such as monetary and non monetary initiates to try minimizing employees' turnover. However this has not solved the problem as voluntary exits keep on increasing each year.

The question which this study aims to address is why employee turnover and intention to leave the organization is on the rise at Kinondoni Municipality despite all the incentives the municipality has put for employees?

1.3 Purpose and Objectives of the Study

General objectives:

To investigate the factors leading to employee job dissatisfaction in Tanzania Local Government Authority.

Specific objectives

- i. Identify factors responsible for employee job dissatisfaction at Kinondoni Municipality
- ii. Investigate the employee attitude towards intention to stay or quit the organization
- iii. Investigate the effect of job dissatisfaction at organization performance

1.4 Research Questions

- i. What factors are responsible for employees job dissatisfaction ?
- ii. What are employees' attitudes toward intention to stay or quit the organization?
- iii. What are the effects of job dissatisfaction on organization performance?

1.5 Significance of the Study

Job satisfaction is important in that its absence often leads to the lethargy and reduced organizational commitment (Moser, 2007). Job dissatisfaction is also associated with poor services delivery and intention to leave the organization. The center of attention of this study is on internal management aspects and their effects in relation to employee job satisfaction in Kinondoni Municipality.

This study will contribute to the HRM practitioners to get some hints on job satisfaction in working organization through knowing the causes of employees' job dissatisfaction, its consequences in organization performance and the best way of reducing job dissatisfaction.

The study also will benefit research and academic community especially those interested in Human resources issues as they will get the references from this study as well identifying area for research activities. To the KMC the study will help HRD to be more aware of personnel management and control of the overall organization especially in bringing employees' job satisfaction.

It will also pose benefits on the government and business economy of Tanzania with respect to future prospects in terms of motivation and satisfaction models and theories that local governments as well as business organization can utilize.

The government and business economy will as well gain positive insights about human resource management concerning job satisfaction and other assimilation that are of relevant tenets. As argued by Michael (2009) When Human Resources Management is effectively and efficiently practiced, tendencies of job dissatisfaction to employees would be done away with

The study has also a significant in the partial fulfillment of Masters of Business Administration specifically in Human Resources Management and the successfully completion of this study will result to be rewarded MBA.

1.6. Limitations

In fulfilling this research, the study is likely to face the following limitations:

The time slot allocated for the research work from proposal writing to data collection, analysis and finally to report writing was a problem which limited the researcher to cover many elements in the population so as to portray a more general picture.

The meager financial resources was another drawbacks since the researcher sponsored herself it also hindered the flexibility of the researcher in terms of population coverage (i.e. sample size) and of geographical coverage, hence restricting the study to reasonable population sample size within a small and highly specialized area.

Lack of prior studies on this concept of assessing the factors for employee job dissatisfaction above led to researcher to formulate a simple model for analysis presented on the methodology chapter.

Confidentiality of information, some of the information were treated as confidential and, therefore, denied access to it by the researcher, not only confidentiality but also Uncooperative attitude by potential respondents, this occurred when some of the workers were reluctant in cooperating.

1.7 Delimitation

The researcher made a close follow up of the questionnaires by physical visits and by phone calls to ensure the complete participation and the filling of the questionnaires.

The questionnaires prepared were simple, short up to the point and attracted participants to fill the in.

Limited time and funds forced the researcher to limit her research on one location only that is Kinondoni District. However the findings were used for the generalization of the entire region.

Since the study area was too wide for the researcher to cover it by herself she decided to use some researcher assistants in the collection of the data.

By using her skills, experiences in the management, profession and theoretical orientation in research methods, the researcher thoroughly explained to participants about the study rationale and implication for them by participating in the study.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

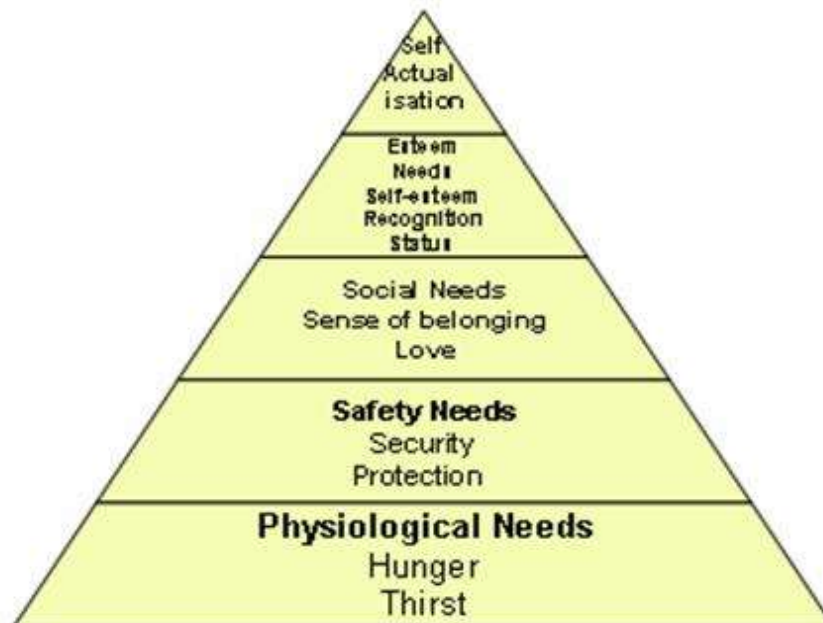
This chapter presents thorough review of literature related to our study. It begins with conceptualizing the term job dissatisfaction and proceeds with presentation of theories relating to job dissatisfaction. The chapter further provides a detailed review of empirical literature and ends up with discussing literature gap.

2.2 Theories which guided the study

2.2.1 Maslow Hierarchy of Needs

This theory was developed by Abraham Maslow (1956) who argued that needs are arranged on a ladder like step. These include both the major kind of needs, physiological and social psychogenic manner. He developed a rising order of needs from physiological to self actualization needs. The order of needs starts from basic survival or lower order needs to higher order. Once individuals have satisfied one need in the hierarchy, it ceases to motivate their behavior and they are motivated by the need at the next level up the hierarchy. The hierarchy is as follows

- a. Physiological needs such as hunger and thirst are the first level on the hierarchy.
- b. Security needs such as shelter and protection are the next level.
- c. Social needs such as need for satisfactory and supportive relationships are the next level.
- d. From these needs, the individual can move up the hierarchy to higher order needs. Self – esteem needs for recognition and a belief in oneself is the next level.
- e. Finally, the progression leads to the need to realize one’s full potential, which is termed self – actualization.



Source: Maslow Hierarchy of Needs 1956

The Maslow theory of hierarchy of need suggests that employees will always tend to want more from their employers. When they have satisfied their subsistence needs, they strive to fulfill security needs. When jobs are secure they will seek ways of satisfying social needs and if successful will seek the means to the ultimate end of self – actualization.

However every individual does not follow this hierarchy step by step, exceptions do arise. An individual sometimes risks his life to save someone or to save a valued object by defying his own safety needs. The major weakness of this theory is that the hierarchy does not imply that lower order needs become dormant once they are satisfied and the higher order need becomes active.

Again Maslow's progression of needs from lower order needs to the high order needs does not exist. Each need is important for individual motivation. Basing on these weaknesses this study will not adopt this theory.

2.2.2 Expectance Theory

The Expectancy Theory of Victor Vroom deals with motivation and management. Vroom's theory assumes that behavior results from conscious choices among alternatives whose purpose it is to maximize pleasure and minimize pain. Vroom realized that an employee's performance is based on individual's factors such as personality, skills, knowledge, experience and abilities.

The expectancy theory says that individuals have different sets of goals and can be motivated if they believe that:

- There is a positive correlation between efforts and performance,
- Favorable performance will result in a desirable reward,
- The reward will satisfy an important need,
- The desire to satisfy the need is strong enough to make the effort worthwhile.

The Theory is based upon the following three beliefs:

Valence (Valence refers to the emotional orientations people hold with respect to outcomes [rewards]. The depth of the want of an employee for extrinsic [money, promotion, time-off, benefits] or intrinsic [satisfaction] rewards). Management must discover what employees' value.

Expectancy (Employees have different expectations and levels of confidence about what they are capable of doing). Management must discover what resources, training, or supervision employees need.

Instrumentality (The perception of employees whether they will actually get what they desire even if it has been promised by a manager). Management must ensure that promises of rewards are fulfilled and that employees are aware of that.

Vroom suggests that an employee's beliefs about Expectancy, Instrumentality, and Valence interact psychologically to create a motivational force such that the employee acts in ways that bring pleasure and avoid pain. This force can be 'calculated' via the following formula: $\text{Motivation} = \text{Valence} \times \text{Expectancy} \times \text{Instrumentality}$. This formula can be used to indicate and predict such things as job

satisfaction, one's occupational choice, the likelihood of staying in a job, and the effort one might expend at work.

Vroom's theory suggests that the individual will consider the outcomes associated with various levels of performance (from an entire spectrum of performance possibilities), and elect to pursue the level that generates the greatest reward for him or her.

Although the theory is excellent in predicting employee's job satisfaction it will not be used as guide in this study because expectations of the employees in organization are different and hence difficult to measure. In addition in the public institutions most of the rewards are known to employees and hence they are aware of what they will get from their effort that they have put in work.

2.2.3. Equity-Inequity Theory

This theory was propounded by Adams (1963). The theory assumes that one important cognitive process involves people looking around and observing what effort other people are putting into their work and what rewards follow them. This social comparison process is driven by our concern for fairness and equity. The theory continues to emphasize that the outcome of worker should be commensurate with the workers input.

According to Adams(1963), if reward value is more than the input value, the effort will increase. If not so, the work effort will decrease and also dissatisfaction. This theory focused on productivity, satisfaction and turnover variables. The theory is strong in explaining how job satisfaction is related to equity, hence predicting turnover behavior; it is also good in explaining underpayment conditions but not overpayment conditions. It is also strong in explaining on how the worker values his work.

However this theory will not be adopted in this study because it does not consider individual differences upon equity .The theory neglects other factors/variables which can lead to job dissatisfaction and hence turnover decisions and relies on showing

how unequal treatment can lead into job dissatisfaction. Additionally in our case the reward to employees is more than input value in terms of the incentives given to them, still employees opt to leave the job at the expense of all the available rewards at the municipality.

2.2.4 Situational Theories

Quarstein, Mcfee and Glassman (2010) propounded the concept of job satisfaction being determined by two factors, situational characteristics and situational occurrences. Situational characteristics are things like pay, supervision, working conditions, promotional opportunities, and company policies that typically are considered by the employee before accepting the job. The situational occurrences are things that occur after taking a job that may be tangible or intangible, positively or negatively. Positive occurrences might include extra vacation time, while negative might entail faulty equipment or strained coworker's relationships.

From this theoretical framework, job satisfaction is a product of both situational characteristics and situation occurrences. The theory clearly explains some important motivational factors but is rejected from the study because it has failed to show specifically which coworker relationships are likely to be affected much by these situational occurrences.

2.2.5 Social Action Theory

This theory argues that, employees would regard what other employees get from other similar organizations, especially those organizations which treat well their employees to be what they also deserve. If these employees get treatment like their fellow employee in other similar organization, then they will be satisfied. If at all they are treated otherwise, then they will be dissatisfaction.

According to this theory it is individual attitudes that matter, not structural factors. Social action theory recommends an approach to how issues should be investigated. It does not explain what kind of good treatments which might affect job satisfaction to employees. It is also the matter of fact that what constitutes reality for one person

might not for someone else. Basing on these weaknesses this theory is also rejected to guide the study.

2.2.6 Affect Theory

According to Edwin A. Locke's Range of Affect Theory (2006) is arguably the most famous job satisfaction model. The main premise of this theory is that satisfaction is determined by a discrepancy between what one wants in a job and what one has in a job. Further, the theory states that how much one value a given facet of work (e.g. the degree of autonomy in a position) moderates how satisfied or dissatisfied one becomes when expectations are/aren't met.

When a person values a particular facet of a job, his satisfaction is more greatly impacted both positively (when expectations are met) and negatively (when expectations are not met), compared to one who doesn't value that facet. To illustrate, if Employee A values autonomy in the workplace and Employee B is indifferent about autonomy, then Employee A would be more satisfied in a position that offers a high degree of autonomy and less satisfied in a position with little or no autonomy compared to Employee B.

This theory also states that too much of a particular facet will produce stronger feelings of dissatisfaction the more a worker values that facet. This theory will not be adopted to guide this study simply because it is difficulty to fulfill each employee need in the job and hence it is not practical. In addition the theory failed to explain those employees who did not get what they expected in the job but they are satisfied with unexpected condition in the job.

2.2.7 Job Characteristics Model

Hackman & Oldham proposed the Job Characteristics Model, which is widely used as a framework to study how particular job characteristics impact on job outcomes, including job satisfaction. The model states that there are five core job characteristics (skill variety, task identity, task significance, autonomy, and feedback) which impact three critical psychological states (experienced meaningfulness, experienced

responsibility for outcomes, and knowledge of the actual results), in turn influencing work outcomes (job satisfaction, absenteeism, work motivation).

The five core job characteristics can be combined to form a motivating potential score (MPS) for a job, which can be used as an index of how likely a job is to affect an employee's attitudes and behaviors. Despite of all the potentials this theory has, it will not be taken on to guide this study because this theory is based on the job characteristic only and ignore other things such as attitude of employees as well the role of management in job satisfaction

2.2.8 Three Need Theory/Achievement Motivation

This theory was developed by Mc Celland (2011). In his learning drew attention to three sets of needs particularly as follows. The need for achievement, personal responsibility feedback and moderate risk, need for power, about influence and competitive and need for affiliation or acceptance, friendship and cooperative. Subordinate must be induced to work and produce more.

A good system must be comprehensive in providing for satisfaction of all needs. The system must be flexible in order to account for varying requirement of people whose needs have different stimuli. For instance some would work harder for paying and others for status only. Provision must be made for financial opportunities particular those giving more personal freedom. For example shares in the company security are a vital element .It means more than a promise of a job and a wage

The confidence of the worker must be won by management and one important factor is the right environment to create through physiological climate, that is, ignitable arrangement of work flow, rest period, lightening and ventilation.

The theory clearly explains some important motivational factors in the employees working environment but is second-hand in this study simply because it fails to show other factors more than working environment which might cause job dissatisfaction. In addition an organization is not an Angel and hence cannot be in position to fulfil the need of each employee.

2.2.9 The Attraction-Selection-Attrition Model (ASA)

This model was developed by Schneider (2007) using the theory of interaction psychology. He asserted that “the people make the place” and that organizational culture, climate and practices are determined by the people in the organization. In 2005 the ASA Framework was updated.

Schneider et al (2005) now added the dimension that the people are responsible for the structure, processes and culture of the organization. The ‘attributes of people, not the nature of external environment, or organizational technology, or organizational structure, are the fundamental determinants of organizational behavior’ (Schneider, 2007). The people are functions of an Attraction-Selection-Attrition cycle.

Attraction: People are differentially attracted to careers as a function of their own interests and personality (Holland, 2010). Other signs of attraction are researched by Tom (2011) and Vroom (2006). They have stated that people search environments that fit by their personality and that people would like to obtain their outcomes by selecting a specific organization.

Selection: Organizations select people who they think are compatible for many different kinds of jobs. In that way organizations end up choosing people who share many common personal attributes, although they may not share common competencies.

Attrition: The opposite side of attraction. When people do not fit an environment they tend to leave it. When people leave the environment a more homogenous group stays than those were initially attracted to the organization.

The theory is good in explaining that people are attracted to an organization on the basis of their own interest and personality. Thus people of similar type will be attracted to the same place. Furthermore the attraction of similar type will begin to determine the place, following selection people who do not fit because of either error or misunderstanding of the reality of the organization will leave resulting in attrition from an organization.

The theory has contributed to the study of employees job satisfaction due to the fact that job seekers attempt to match their values with the reputation of an organization culture once they find it as misfit they leave. However this study will not use this theory as a guide because it is basing on explaining on one outcome or implications of job dissatisfaction which is attrition and ignored other behavior of job dissatisfaction such as absenteeism, unproductive or poor services delivery and sabotage and industrial actions.

2.2.10 Two-Factor Theory (Motivator-Hygiene Theory)

Two factor theory (also known as Motivator Hygiene Theory) was developed by Herzberg in 1960 attempts to explain satisfaction and motivation in the workplace. This theory states that satisfaction and dissatisfaction are driven by different factors – motivation and hygiene factors, respectively. Motivation can be seen as an inner force that drives individuals to attain personal and organization goals.

Motivating factors are those aspects of the job that make people want to perform, and provide people with satisfaction, for example achievement in work, recognition, promotion opportunities.

These motivating factors are considered to be intrinsic to the job, or the work carried out. Hygiene factors include aspects of the working environment such as pay, company policies, supervisory practices, and other working conditions. The theory has successfully demonstrated the differences between satisfaction and dissatisfaction by showing clearly that each one can lead to different results.

Despite that Herzberg theory does not consider individual differences, conversely predicting all employees will react in an identical manner to changes in motivating/hygiene factors. In addition the model has been criticized in that it does not specify how motivating/hygiene factors are to be measured.

This study will use this theory as guide basing on both hygiene and motivation factors. This is because the theory can be used to explain the importance of job design and quality of work life which is needed in order to make jobs more interesting and consequences reduce turnover. It also suggest on how people's jobs can be redesigned to incorporate more motivators.

2.3 Empirical Studies

This section is dealing with identifying the research gaps deduced from job dissatisfaction /satisfaction studies as a major component of HRM practices in organizations as well as in the Local Government Authorities.

Sergiovanni (2010) conducted a study on Factors Which Affect Satisfaction and Dissatisfaction of Teachers. The study tested an alternate assumption which was proposed by Fredrick Herzberg and his associates. Herzberg suggested that job factors which satisfy workers and job factors which dissatisfy workers are not arranged on a conceptual continuum but are mutually exclusive.

The findings of the study reported here revealed that some factors, reported by teachers as contributing to their job satisfaction and job dissatisfaction, were polar in a positive direction and other factors were polar in a negative direction.

Achievement, recognition and responsibility were factors which contributed predominantly to teacher job satisfaction. Interpersonal relations with (students), interpersonal relations with (peers), "supervision technical", school policy and administration, unfairness, status and personal life were factors which contributed predominantly to teacher dissatisfaction. Further, the satisfaction factors identified for teachers tend to focus on the work itself and the dissatisfaction factors tend to

focus on the conditions of work. This study finds out the factors affecting job satisfaction and dissatisfaction.

However it was based on teachers only whose factors for job dissatisfaction/satisfaction are different from other employees given the type of job and environment. Additionally this study was conducted 42 years ago; this engendered us to conduct a recent study due to development and changes of technology and globalization.

Lee (2009) in USA conducted a study on Expectations of employees towards the workplace and environmental satisfaction. The purposes of the study was to investigate how employees perceive characteristics of their physical environment and what they expect of their workplace; and to consider the usefulness of gap approach in measuring employees expectations. The study was conducted using a sample of 409 office workers in manufacturing headquarter facilities or office settings in Michigan, USA.

The study revealed that satisfaction with the workplace was positively associated with job satisfaction. Using linear regression analysis, no significant difference was found between perception-based measures and gap measures for explaining work environment satisfaction. However, results propose that physical environmental status below expectation levels leads to dissatisfaction, but exceeding expectation levels does not increase satisfaction levels.

The limitation of the study is that the items used in this study regarding physical environmental characteristics are not exclusive enough to concisely encompass workplace characteristics. In addition this study was conducted in developed countries hence making the whole study foreign and hence a need to conduct a study in a Tanzania environment.

Burke, et al (2008) conducted study on Effects of reengineering on the employee satisfaction-customer satisfaction relationship. This study examined the correlations

between measures of employee satisfaction and customer satisfaction before and after a major process reengineering initiative. Data were collected in 130 branches of a large financial services organization using employee and customer surveys. Scores on some employee satisfaction factors were predictive of customer satisfaction at both time periods. Other employee satisfaction factors were found to have a stronger relationship with customer satisfaction in one period but not both.

This study in detail suggests that organizations need to consider the effects of organizational changes in their efforts to provide high quality customer services. However it did not consider the factors which can lead to employee job dissatisfaction which in turn contribute to customer dissatisfaction due to the fact that they will not be provided with quality services and hence complains and dissatisfaction

Oshagbemi (2003) in UK investigated the relationship between rank, or job status and the degree of job satisfaction experienced, review in current research and reporting the findings of a questionnaire survey of teachers at 23 UK universities. Job satisfaction was analyzed using a modified version of the job descriptive index, and the effects of rank, taking into account the influence of age and gender and using a three-way analysis of variances.

It was revealed that job satisfaction increases in line with job ranking progression from the lowest level of lecturer to the highest level of professor, and revealing that rank/gender interaction has a significant effect on job satisfaction, with higher-level female academics experiencing greater levels of satisfaction than their male counterparts and concluded that the rank is an important determinant of job satisfaction in the academic environment.

The study has an outstanding potential in revealing the direct relationship between job status and job satisfaction. But our study is aimed at assessing whether the same trend exists in Tanzania especially in the Local Government Authority.

Vidal et al (2010) conducted a study in Spanish to explore the relationship between repatriation failure and dissatisfaction with the job assigned after repatriation. A sample of 81 was taken from repatriated Spanish managers, using questionnaires. The findings from the study revealed that turnover rates among repatriates were higher than among other workers and dissatisfaction with the job assigned after repatriation was an important determinant of repatriation failures rates. Factors in their job satisfaction on their return include promotion, and accurate work expectations on their part.

The study failed to consider that other institutions such as Government Institutions have an already salary scale on contract of employment so that one has to choose to work or not. The study failed to obtain the HR management opinions on employee job dissatisfaction and how HRM practices are exercised.

Another study was conducted in the United Arab Emirates (UAE) by Zeffanne, et al (2008), to explore the differential impact of job satisfaction on employee attendance and conduct. The approach was to use data from a study on job satisfaction and performance conducted in a utility company operating in the UAE. Job satisfaction was measured using the 20-item MSQ (Minnesota Satisfaction Questionnaire) short form.

Performance measures were based on the utility company employee performance rating system. The study revealed significant differences on aspects of job satisfaction and performance between the two genders groups (i.e. males vs. females). In general, female respondents were less satisfied with various aspects of their jobs and the job context than their male counterparts. Similarly, they tended to be less performing than their male counterparts on a number of job performance criteria.

This pattern is indicative of an underlying linkage between satisfaction and performance; particularly in relation to the gender group. This study was based on the impact of job satisfaction on the performance basing on gender and did not consider

the causes of job dissatisfaction. Our study is aiming at looking at the causes of job dissatisfaction and its associated impact to the Local Government Authorities.

Park and Kim (2009) in Korea conducted a study the influence of organization culture in nurse job satisfaction and turnover intention for the purposes of examining whether and how different types of organization culture are associated with job satisfaction and turnover intention among hospital nurses in Korea where the work culture is considered different from that of western countries.

A sample of 527 nurses from two public hospital were taken .Perceived organization culture was assessed by previously validated 20 items instrument and job satisfaction and turnover intention were measured by self report questionnaire.

The finding revealed that among the different type of culture, consensual culture and rational culture had significant positive association with the nurse's job satisfaction. In addition consensual culture exhibited the strongest negative association with turnover intention of nurses while hierarchy culture showed a significantly positive association. The Author in this work were aiming at providing how organization culture can be useful tool in determining job satisfaction and turnover in a working organization.

Despite of this study being contemporary and conducted in public institutions yet it is done in Korea which has working environment and economic condition different from that of Tanzania.

Wei et al (2009) conducted a study in job satisfaction and turnover in the Chinese retail industry. The study seeks to focus on the job satisfaction-turnover relationship, examining how this is moderated by occupation, A self-completion questionnaire survey, involving 164 respondents from a leading Chinese retail organization was used to gather data and test existing theory in a Chinese context. The study came out with the results provided strong support for the hypothesized negative relationship between employee turnover intention and job satisfaction.

Occupation is also significantly associated with job satisfaction, turnover intention and the job satisfaction-turnover relationship: non-management/frontline employees expressed higher levels of intention to leave their job than management/office employees.

The sample of this study was limited to retail organization in China. Hence it is not appropriate to generalize the findings across other populations or settings. Besides this study being conducted in less developed country like Tanzania, it has been based on retail industry while our study is aiming at focusing on the Local Government Authorities where there are different working environment and benefits.

Zheng et al (2009) conducted a study on Drivers of job satisfaction as related to work performance in Macao casino hotels in China. A survey was conducted among Macao casino hotels' employees to collect data on work performance and job satisfaction. Coefficients of correlations were computed to determine the relationship between the two. Job satisfaction drivers were identified through backward stepwise regression analysis.

The study came out with the findings that mediocre interpersonal skills are the major weakness of the labor force and job satisfaction is significantly correlated with job performance. Training opportunities, salaries and benefits, and support from colleagues and superiors are significant drivers of job satisfaction. This study is limited to paper used convenience sampling and the survey was not exhaustive to include all possible job satisfaction drivers.

The study is aiming at including more potential job satisfaction variables to find out how employee job satisfaction may be maximized. In addition the study was conducted in business organization that is a hotel which is profit oriented and as such working environment is quite different from public organization

Chiu et al (2003) in China conducted a study on Dispositional traits and turnover intention: Examining the mediating role of job satisfaction and effective

commitment. This study investigated the relationships between turnover intention and Positive Affectivity (PA) and Negative Affectivity (NA), and the mediating roles of job satisfaction and Affective Commitment (AC) in those relationships. Based on a sample of 279 Chinese managers, PA predicts turnover intention, and job satisfaction mediates the relationship. However, NA is neither directly nor indirectly related to turnover intention.

This study has focused on the managers in the organization while our study will look at both parties the managers and non-managers

Michael (2009) conducted a study on HRM practices and employee job satisfaction in private work organization in Tanzania. The main objective of the study was to investigate the relationship between the hard and soft HRM practices and employees job satisfaction in private work organization in Tanzania. The study applied Structural Equation Modeling statistical tools for data analysis with a sample 299 employees from private work organization which fell within the manufacturing, services and trading industries located in Dar es Salaam, Arusha, Kilimanjaro and Morogoro Regions.

The findings of the study revealed that the soft management practices relates positively with the compensation ,labor relations, performance appraisal ,job design place training , and developing Human Resources function. This implies that the soft model and Hard management practices lead to employee job satisfaction and job dissatisfaction respectively when applied in work organization in Tanzania.

HRM policies in work organization therefore need to be formulated basing on more accommodative management tendencies that are inclined towards the soft HRM practices in Tanzania to engender employees job satisfaction. Although this study is so recently and was conducted in Tanzania context, still this study focused on private organization but our study will be focused on a public organization which has different packages and incentives from that of private organization

Njeru (2009) conducted a study on promotion of employees at Kericho factory in Kenya. The study was conducted to involve a sample of 60 employees of different cadre in the organization by using questionnaire and interview. The study revealed that favoritism dominated promotion exercises and that lowered the performance of those who were negatively affected with results to employees job dissatisfaction.

According to the study the overall performance of the industry was not good since those favored during promotion were not competent enough to undertake required tasks. This study did not obtain the HRM organization corporate plan and practices exercised. This study looked at one component (promotion) as the main source of employees' job dissatisfaction. Our study is aiming to go beyond that and cut across all necessary factors that can lead to employees' job dissatisfaction.

A study was conducted by John (2009) on employees' turnover in Tanzania .The study used questionnaires and interview in data collection. The finding from this study revealed that many organizations experience employees' turnover problems not only in public sector but also in private sector, profit and nonprofit organization. When it becomes difficult for an employee to express his/her dissatisfaction to the manager they decide to find another job elsewhere which becomes the problem to the organization.

This study does not clearly provide the causes of employee job dissatisfaction which result to voluntary exit. Our study is aiming at relationships that exist between job dissatisfaction and employees turnover.

2.4 Synthesis of Literature Gap

Literature reviewed has evidenced that there are numerous factors which have been investigated in their relationship to job satisfaction/dissatisfaction in both government and private organizations as well as in developed and developing countries. However none has been found to focus on factors leading to employee's job dissatisfaction in Local Government Authorities in particular in Kinondoni Municipality.

Most of the studies which have been conducted have tended to focus on the outcomes of job dissatisfaction, such studies as conducted by John (2009) (Zeffanne, et al (2008), Burke, et al (2008). Conversely our study is intending to focus on the causes of employee's job dissatisfaction without ignoring its associated outcomes.

Some other studies have been conducted in business organization butt concentrating on private organization. Such studies by Wei et al 2009, Zheng et al 2009, Michael 2009 and Njeru 2009 On the other hand our study will be conducted in public organization (Local Government Authority) which is none business venture and its focus is on well being of public and not profit gain.

Another research gap can be found on the studies that have been conducted long time ago. For example the study by Sergiovanni of 2010. Basing on time frame, change of the technology and globalization we have seen inevitability of conducting the study on employees' job dissatisfaction in recent time.

Additionally some other research gap can be identified from Foreign oriented studies which are conducted in developed countries such as studies by (Park and Kim2009, Lee 2009, Oshagbemi 2003 and Vidal et al 2010).The major knowledge gap which our study aims to address at the end of the study is the factors leading to employee's job dissatisfaction and its associated outcome in Local Government Authorities specifically at KMC.

2.5 Conceptual Framework

The concept of job satisfaction is one of the widely researched concepts in the field of organization behavior. This is because it is generally believed that higher job satisfaction is associated with organizational and individual performance, increased productivity, lower absenteeism and lower employee turnover (Hackman And Oldham 1975: 1980: Laffaldano and Muchinsky 2010)

Job dissatisfaction as a negative emotional state resulting from not appraising positively one's job or experience (Locke, 2006). It is associated with absenteeism,

employee turnover, sabotage, industrial conflicts and other counterproductive behavior (Gottfredson and Holland, 2010).

Likewise unproductive behavior is due to poor people management practices in place of work. All these are costly employee behavior to organizations and they would lead organizations to lose cooperative advantage hence jeopardizing their chances of survival. (Breugh and Keller (1983).

The relationship that exists between job dissatisfaction and absenteeism has been recognized by several authors among of these authors include

Steers and Rhodes (1978), Brooke and Price (2009) in Michael (2009) linked pay and absenteeism. Granny et al (2010) argued that there is a positive relationship between pay structures, employee position level and job satisfaction.

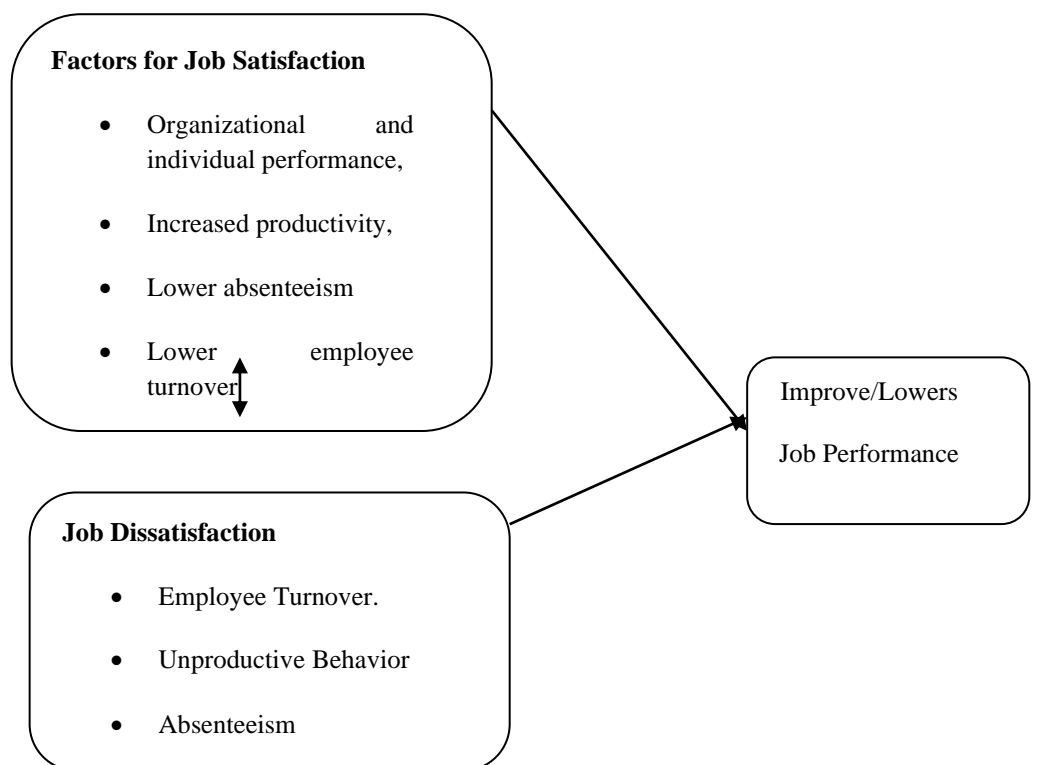
This was asserted by Goldberg and Woulman (2010) in their study on absenteeism and job satisfaction. They posited that pay structures and position levels affect absenteeism both directly and indirectly through job satisfaction. Hence as pay and employee position at work are responsibility of HRM, they indirectly affect employee absenteeism through job dissatisfaction

Many studies have been conducted in relation to job dissatisfaction and unproductive behavior. Amongst the interesting studies are those conducted by Porter and Steers 1973 on their model of met-expectations in which their argument was that job satisfaction is reinforced when employees' individual sets of expectations are met.

The consequences of unmet expectations are job dissatisfaction which result to turnover, absenteeism and other unproductive actions. Similarly Porter & Steers (1973) as in Michael (2009) came out with met expectation model which contends that employees have individual set of expectations and the result of unmet expectations is job dissatisfaction leading to employee turnover.

Mobley (2007) argued that job dissatisfaction leads an employee to think about quitting, which may in turn leads to an employee evaluating the expected utility of searching for another job and the costs associated with quitting ,the present job. From that evaluation an intention to search for alternative jobs may emerge, which in-turn leads the employee to actual searching for alternative jobs and to evaluation of the acceptability of any identified alternative. From that second evaluation, the employee would likely compare those alternatives to the present job, which in turn can lead to an intention to quit, and eventually turnover.

Figure 2.1 Conceptual Framework Model
Dependent Variable



Source: Researcher's (2013)

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter deals with description of the methods applied in carrying out the research study. It is organized under the following sections the research design, area of study, the population, sampling techniques, research instruments, data collection and data analysis.

3.2 Research Design

Research design in this study was considered as a plan of action for collecting data, organizing and analysing it with the objective of combining the relevance of research (Kothari, 2012).

A descriptive design was adopted in this study preferably because it makes enough provision for accurate profile of persons, events, or situations (Robson, 2012 in Saunders et al, 2007).It aims at providing an accurate snapshot of some aspects of a particular individual or of a group. It is protection against bias while maximizing reliability with due concern for economic completion of the research study (ibid 47).

3.3 Area of Study

It is very important for a researcher at the planning stage to clearly specify the area of the study and define the area to be researched (Cohen et al, (2010). The study was conducted in Kinondoni Municipality in Dar es Salaam. The reasons for conducting this study in Dar es salaam was because it is the Capital City of Tanzania hence there is an existence of numerous private and public organizations .That being the case there is stiff competition in attracting and retaining highly qualified employees.

The selection of Dar es Salaam was also purposively following financial and time constraints on the side of the researcher. Kinondoni Municipality was selected purposively basing on the indications of job dissatisfaction such as turnover,

absenteeism and poor services delivery. Hence it was the point of interest of researcher to determine the factors which lead to employees' job dissatisfaction in LGA taking in KMC as a case study.

3.4 Study Population

According to Best et al (2008), Population is a group of individuals who have one or more common characteristic that are of interest to the researcher. It is a larger group of people from which the sample is taken. The population for this study included LGA employees in Kinondoni Municipality whose sum is 7,412 including the management staff.

3.5 Unit of Analysis

One of the most important ideas in a research project is the unit of analysis. The unit of analysis is the major entity that one analyzes in the study. The unit of analysis in our study is the individual employee as we are searching on factors which lead to employees' job dissatisfaction. Hence we are basically looking at each employee's attitude in relation to job satisfaction.

3.6 Sample Design

According to Babbie (2010), the sample is a segment of population in which researcher is interested in gaining information and drawing conclusions. While selecting the sample size, researchers are advised to put into consideration three important aspects namely the availability of population, methods of sampling to be used and financial resources available for facilitation of the specific study (Charles, 2005).

The sample of this study constituted 100 employees from different departments of Kinondoni Municipality. These included 10 employees from each department of Health and Waste Management, Education and Culture, Personnel and Administration, Finance, Trade and Industry and Planning and Economic, Statistics, Works, Urban Development, Community Development Social Welfare and Cooperatives and ICT.

The sample size was desired because it is a true representative of the finite population of Kinondoni Municipality employees which is 7,412. It is also convenient for a researcher to handle within short time and limited resources.

The expected sample composition and actual data collected from each department are indicated in table 3.1. The expected sample size was 100 employees however the actual sample we manage to meet was 82 employees.

The reduction of the sample size has been affected much by the close of the office or department of urban development which we expected to have 8 employees as well as incomplete questionnaire and others were never returned.

Table 3. 1 Summary of the Sample Composition for the Study Respondents

Departments	Expected	Actual
Health and waste management	10	9
Education and culture	10	10
Personnel and administration	10	10
Finance	10	10
Trade and industry	10	9
Planning and economics statistics	10	8
Works	10	10
Urban Development	10	0
Community Development Social welfare and cooperatives	10	8
ICT	10	8
Total	100	82

Source: Field data (July 2013)

3.7 Sample and Sampling Procedures

Sampling is the procedure of selecting a proper subset of the elements from the population so that the subset can be used to make the inference to the population as a whole (Charles, 2005). It also enables generalization to be done in large population Babbie (2010). Both probability and non probability sampling techniques were used in selecting employee. These are simple random sampling and purposive sampling respectively.

3.7.1 Simple Random Sampling

It refers as a method of selection whereby each member of the population has an equal chance of being selected (Cohen et al 2010). Simple random sampling was employed in selecting the respondents from different departments and units. Thus the list of employees from each department was taken and sequence numbers from a random numbers table was used to select the respondents.

3.7.2 Purposive Sampling

In this sampling procedure, item or respondents for the sample are selected deliberately by the researcher depending on the data she or he intends to collect from them (Cohen et al 2010). Purposive sampling was used in selecting the departments. This aimed at helping the researcher to select departments that were convenient to the conduct of the study in terms of time and to make the study easier. Thus the list of all departments was provided and the researcher chose the one which were convenient for the study.

3.8 Data Collection Methods and Instruments

The following were data collection methods and Instruments used in this Study:

3.8.1 Documentary Review [Method]

This involves the study of existing documents about the area of the study. The documents are valued in providing more insights into the programme being studied by cross validating and augmenting evidence obtained from other sources Yin (2007). The documents that were reviewed in this study include annual performance report, strategic plan, Human resources report, schemes of services and Human resources policies in KMC and Local Government report.

3.8.2 Interviews [Method]

Is a data collection technique that involves oral questioning of respondents, either individually or as a group. This method was used especially to ordinary employees who could not easily understand some of the terms and hence need some elaboration.

3.8.3 Interview questions (Instruments)

The researcher prepared a set of interview question which were semi structured questionnaires and allowed the researcher to conduct an in-depth interview whenever necessary.

3.8.3. Questionnaire [Instrument]

This is a research instrument that gathers data over a large sample. The rationale of using questionnaire in this study is not farfetched; in fact the working nature of some of municipality staffs could not allow them to strike an appointment for interview. In addition the questionnaires method was preferred for the purpose of maintaining confidentiality and reduces interviews bias.

3.8.4 Observation [Method]

Observation is a data collection technique that involves systematically selecting watching and documenting behaviour and characteristics of living beings, objectives or phenomena. In this study observation was used in looking the physical working environment as well as observing the way employees were responding to the customers.

3.8.4.1 Observation Schedule (Instrument)

Document analysis is the systematic examination of instructional documents such as syllabi, assignments, lecture notes, and course evaluation results in order to identify instructional needs and challenges and describe an instructional activity.

Document analysis was used purposely so as to gain insight into an instructional activity or approach. Interview questions, survey questions, or an observation checklist were all informed by a document analysis

3.8.4.2 Documentary Analysis (Method)

The documentary analysis adopted several types such as Discourse Analysis, Interpretative Analysis, Conversation Analysis. The three types aimed at generating the meaning through talks, extract the hidden meaning and ambiguity.

3.9 Ethical Consideration

A researcher clearance letter was obtained from the Vice Chancellor of the Mzumbe University which introduced the researcher to the Dar es salaam Regional Administrative secretary, who then issued an introduction to the municipality director of Kinondoni.

3.10 Data Collection Method

The researcher used both primary and secondary data. In primary data the method of data collection employed was structured interview that means there were predetermined questions and planned way of recording. Questionnaire method was also employed this is due to the nature of work of some of the employees which could not give them time for interview. Secondary data collection basically based on Kinondoni Municipality reports, profile and journals and different publications that provided information to support the study.

3.11 Data Management

3.11.1 Data Cleaning

A total of 100 questionnaire were administered in this study out of these 85 were returned giving a respondent rate of 85 percent.

In order to ensure the consistency of data each questionnaire was inspected and corrected for the purposes of identifying missing information, removing duplications, detecting entry errors and checking for the inconsistencies before being coded into the computer. The inspection and correction was done in the field and during the process of coding the data.

The inspection of data in the field was done to detect the most obtrusive omissions and inaccuracy in the data .These inspections lead to the drop of 3 questionnaire which contained incomplete answers, wrong answers and answers which reflected lack of interest. Thus out of 85 questionnaires returned we remained with 82 useable questionnaires giving a response rate of 82 percentages which were considered satisfactory for subsequent analysis.

3.12 Validity

According to Saunders (2010) validity is an aspect which is concerned with whether the findings are really about what they appear about. It is a measure of how well a test measures what is supposed to measure. For the purpose of ensuring validity of data collection instrument in this study a pilot study to 10 respondents was conducted one from each department in KCM. The respondents' comments and observation was used to modify the questionnaire before the actual data collection

3.13 Data Analysis and Presentation

Because the research used inductive approach which is qualitative in nature the data on factors leading to employee job dissatisfaction was analysed using thematic analysis. This is because in thematic analysis only major things and themes are identified. Also computer package SPSS was used to provide frequencies and figures. The data are presented by using simple statistics figures such as tables, bar charts and figures to illustrate the findings.

CHAPTER FOUR

STUDY FINDINGS, ANALYSIS AND DISCUSSION

4.0 Introduction

This chapter intends to bring the presentation; analysis and discussion of the findings, resulted from the research on, Factors leading to employees' job dissatisfaction in Local Government Authorities, a case of Kinondoni Municipality. The chapter is organized in three sections .Section 4.1 offers the presentation of the study findings , section 4.2 provides the analysis of the findings and section 4.3 is the discussion of the study findings.

4.1. Presentation of the Study Findings

The summary of the data on the research specific objectives which stated to investigate the Factors which lead to employees job dissatisfaction in Local Government Authorities, revealed the following findings.

4.1.1 Presentation of Findings on Respondents Profile

This section aims at discussing the respondents' profile to enable the researcher establish the extent of judgment one might have in the area of the study. Among the researched respondents' characteristic include sex, age, marital status, education level, primary role of respondents and duration of services in the municipality.

4.1.1.1 Presentation of Findings on Respondents Demographic Variable

The results in table 4.1 below authenticate that 47 (57.3%) of the respondents were male while 35 (42.7) were female. Likewise in terms of age the results indicated that 18(22%) were between 20-29years, 32(39%) were between 30 -39 years, 23(28%) were between 40-49years, and 9(11% were above 50 years of age. In terms of marital status of the respondent the study revealed that about 68(82.9%) were married, 12(14.6) were single and 2(2.4) were widowed.

The demographic characteristic results in table 4.1 indicate that more than half of the respondents were young and energetic, assumed to be very mobile in seeking for quality job which in turn brings quality life through offering their skills and knowledge .These findings helped the researcher to get the real picture on how job satisfaction affect the intention of employees to stay or leave the municipality especially to young and energetic group who are desiring quality life. It is this group that most of the organizations are searching for as they are believed to be very productive and effective.

Moreover in aspect of marital status the finding signifies that more than 80% of all the respondents are married hence assumed to have established their family in Dar es salaam. This result implies that most of the respondent can find it difficult to search job outside the city of Dar es salaam as doing so means separating them from their families. This specifies that, most of the workers in this municipality will keep on searching for new job within the city and very few might search for one outside the city. It follows therefore that as long as one does not get alternative job within the city he/ she will keep on working with the municipality despite the fact that he/she is dissatisfied.

Table 4. 1 Demographic Characteristics of Respondents ñ=82

S/N	Variables	Characteristics	Frequency	Percentage
		Male	47	57.3
		Female	35	42.7
		Total	82	100
2.	Age	20-29	18	22.0
		30-39	32	39.0
		40-49	23	28.0
		Above 50years	9	11.0
		Total	82	100
3.	Marital Status	Married	68	82.9
		Single	12	14.6
		widow/widower	2	2.4
		Total	82	100

Source: Field data, July 2013

Furthermore, the gender result indicated that the research involved both gender, male and female, although the number of male outweigh that of female in small portion 12(14.6%). However the gender aspect was not an area of interest of the researcher as it is assumed to be less related to job satisfaction.

4.1.1.2 Presentation of Findings on Respondents' Education Level

The study involved 9(11%) masters degree holder, 47(57.3%) first degree/ advanced diploma, 16(19.5%) diploma, 8(9.8%) certificate holder and 2(2.4%) secondary education as indicated in table 4.2 below. This entails that a good number of respondents involved in this study are well educated and hence knowledgeable on most of the concepts which were asked. This has also being a reason for using questionnaire as a major tool for data collection in our study.

Table 4. 2 Percentage Distribution of Responds' Level of Education ñ=82

Education levels	Frequency	Percentage
Secondary school	2	2.4
Certificate in any other training	8	9.8
Diploma	16	19.5
First degree/Advanced diploma	47	57.3
Master degree	9	11.0
Total	82	100.0

Source: Field data, July 2013

4.1.1.3 Presentation of Findings on Respondents Working Experience

Working experience in organization is very important in determining factors leading to job satisfaction/dissatisfaction. This study involved 7(8.5%) fresher that means those who have worked for less than one year, 39(47.6%) between 1-3 years, 26 (31.7%) between 4-6years and 10(12.2%) have worked for more than 6 years. This reveal that majority of respondents have been in the municipality for sometimes enough to know the working conditions and environment hence reflect positively or negatively on job satisfaction. See Table 4.3

**Table4. 3 Respondents’ Working Experience with Kinondoni Municipality
ñ=82**

Working Experience	Frequency	Percentage
Less than 1 year (Fresher)	7	8.5
Between 1-3years	39	47.6
Between 4-6years	26	31.7
Above 6years	10	12.2
Total	82	100

Source:Field data July 2013

4.1.1.4 Presentation of Findings on Employees Level of Job Satisfaction and dissatisfaction

The researcher thought of the necessity of determining the level of job satisfaction or dissatisfaction in the Local Government Authority. In Likert scale the respondents indicated their level of job satisfaction / dissatisfaction. The survey disclosed out that 12(14.6%) respondents were very dissatisfied, 22(26.8%) respondents were somewhat dissatisfied, and 26 (31.7%) respondents were dissatisfied as indicated in table 4.4 below. This signifies that about 60 (78.3%) of the respondents were dissatisfied with their job in the municipality and hence this allies with the need to search for the factors which are responsible for employees job dissatisfaction.

**Table 4. 4 Percentage Distributions of Employees Level of Job Satisfaction
ñ=82**

Level of satisfaction	Frequency	Percent
Very Dissatisfied	12	14.6
Somewhat dissatisfied	22	26.8
Dissatisfied	26	31.7
Neutral	7	8.5
Satisfied	6	7.3
Somewhat satisfied	8	9.8
very satisfied	1	1.2
Total	82	100.0

Source:Field data July 2013

4.1.2 Presentation of Findings on Factors of Job Dissatisfaction

Under the first objective, the study intended to identifying factors that are responsible for employees' job dissatisfaction at Kinondoni Municipality. Specifically, the study looked at the level of satisfaction or dissatisfaction among the employees, factors that led to job dissatisfaction among them and the extent to which they were satisfied with selected range of factors. The study revealed the following

4.1.2.1 Presentation of Findings on Drivers of Job Dissatisfaction

The respondents who were dissatisfied with their work were asked to mention the reasons for their dissatisfaction. Among the reasons which were given include 60 (100%), insufficient salary, 41(68.3%) poor working environment, 31(51.7%) not recognized by the management, 25(41.7%) poor employees management relationship, 23(38.3%) few opportunities for career development and 13 (21.7%) not respected by management. See Table 4.5

Table 4. 5 Factors Responsible for Employees Job Dissatisfaction ñ=60

Variables	Frequency	Percentage
Poor employees management relationship	25	41.7
Insufficiency salary	60	100.0
Not recognized by the management	31	51.7
Poor working environment	41	68.3
Few opportunities for career development	23	38.3
Not respected by the management	13	21.7
Total	193	321.7

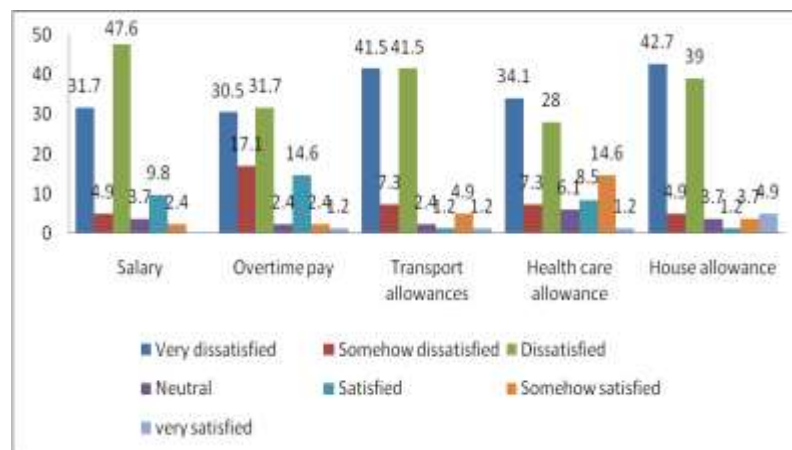
Source:Field data July 2013 (Multiple responses allowed)

4.1.2.2 Presentation of Findings on Salary and Allowances

Respondents were asked to rank on the Likert scale their level of satisfaction on prevailing salary and allowances in the municipality. On the part of salary 69(84.2%) respondents, were dissatisfied, 3(3.7%) respondents, were neutral and 10(12.2%) respondents, were satisfied. On the side of overtime payments 65(79.3%) respondents, were dissatisfied, 2 (2.4%) respondents, were neutral and 15 (18.2%) respondents, were satisfied. Regarding allowances the result indicates that 74(90.4%)

respondents were dissatisfied with transport allowances, 2 (2.4%) respondents, were neutral and 6 (7.3%) respondents were satisfied. Moreover 57(69.4%) respondents, were dissatisfied with health allowance, 5(6.1) respondents, were neutral and 20(24.3%) respondents, were satisfied. The result further indicate that 71(86.6%) respondents, dissatisfied on house allowances, 3(3.7) respondents, were neutral and 8(9.8%) respondents, were satisfied. See Figure 4.1

Figure 4.1 A Bar Chart Showing a Level of Satisfaction on Salary and Allowances

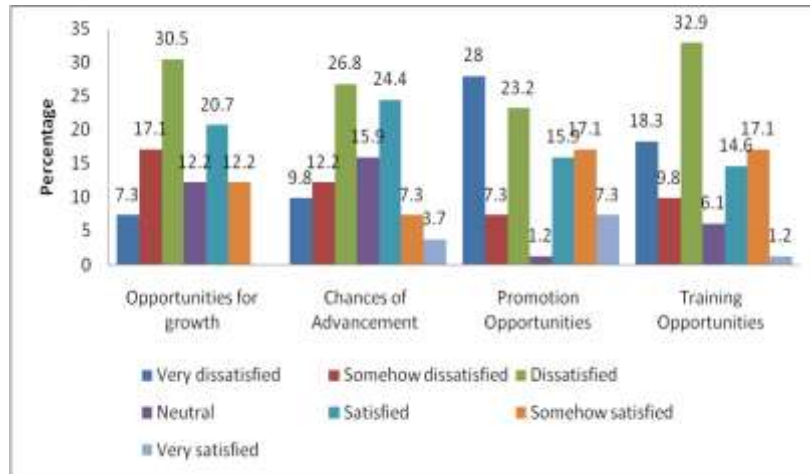


Source: Field data July 2013

4.1.2.3 Presentation of Findings on Career Development Opportunities

The respondents were asked to rank the level of satisfaction with respect to opportunities for growth, chances of advancement, promotion opportunities and training opportunities. Most of them showed that they were dissatisfied thus 45 (54.9%) of respondents were dissatisfied with opportunities for growth, 40(48.8%) respondents , were dissatisfied with chances of advancement offered, 48(58.5%) respondents were dissatisfied with promotion opportunities and 50(61%) respondents were dissatisfied with training opportunities. On the other hand 27(32.9%) respondents were satisfied with opportunities for growth, 29(35.4%) respondents were satisfied with chances of advancement, 33(40.3%) respondents were dissatisfied with promotion opportunities and 27(32.9%) respondents were satisfied with training opportunities. See Figure 4.2

Figure 4.2 Percentage Distribution of Career Development $\bar{n}=82$



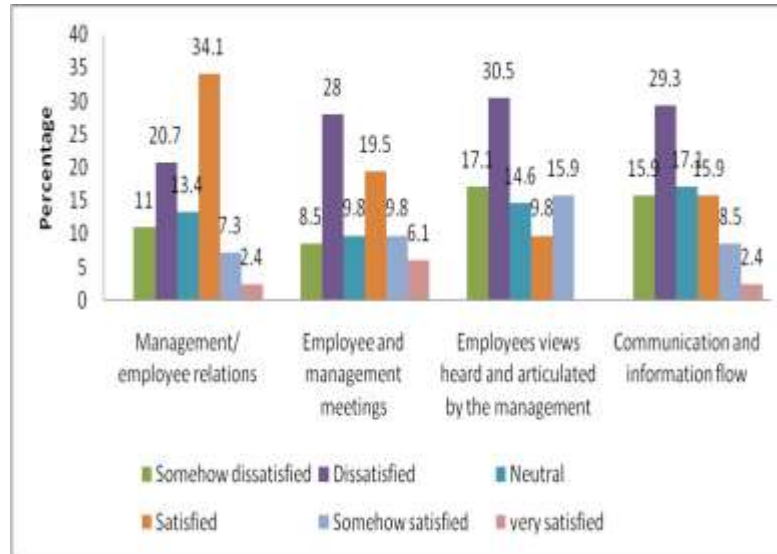
Source: Field data July 2013

4.1.2.4 Presentation of Findings on Employees – Management Relation

Working area relations are among the determinants of employees’ job satisfaction/ dissatisfaction. In Likert scale the respondents were asked to rank their level of satisfaction in relation to several statements of work place relations. About 35 (42.7%) respondents , were dissatisfied with their relationship with management, 45 (54.8%) respondents were dissatisfied with employee and management meetings, 49 (59.8%) respondents were dissatisfied with their view being heard and articulated by the management, 46 (56.2%) were dissatisfied with communication and information flow.

On the other side 36 (43.8%) were satisfied with their relationship with management, 29 (35.4%) respondents were satisfied with the employees and management meetings, 21 (25.7%) were satisfied with their view being heard and articulated by the management, 22 (26.8%) were satisfied with communication and information flow in the Municipality. See Figure 4.3

**Figure 4. 3 Percentage Distribution of Employees-Management Relation
n=82**



Source: Field data July 2013

4.1.2.4 Findings on Working Environment, Condition and Nature of Supervision

Physical working environment, working condition and nature of supervision are among things which if not well set and practiced can discourage the employee in working with the organization.

In table 4.6 the results shows that 45(54.8%) respondents were dissatisfied with the working condition and, 13(15.9%) respondents were neutral while 24(29.3%) respondents were satisfied with working condition.

On the other side working environment (heating and lighting) has also not satisfied most of employees, this is true as 51(62.2%) respondents were dissatisfied with physical working environment.

In addition to that 46(56.4%) respondents were dissatisfied with the nature of supervision while 26 (31.7%) respondents were satisfied with nature of supervision and 10(12.2%) were neutral.

Table 4.6 Working Environment, Condition and Nature of Supervision $\bar{n}=82$

Variables	Working Condition		Physical Working Environment		Nature of Supervision	
	No	%	No	%	No	%
Very dissatisfied	12	14.6	14	17.1	19	23.2
Somehow dissatisfied	10	12.2	14	17.1	7	8.5
Dissatisfied	23	28.0	23	28.0	20	24.4
Neutral	13	15.9	7	8.5	10	12.2
Satisfied	13	15.9	10	12.2	13	15.9
Somehow satisfied	11	13.4	14	17.1	6	7.3
very satisfied					7	8.5
Total	82	100.0	82	100.0	82	100.0

Source:Field data July 2013

4.1.2.5 Presentation of Findings on Valuing and Utilization of Employees

Employees as any other resources in the organization need to be valued and utilized accordingly. Table 4.7 below show that 42(51.3%) respondents feel that their performances are not recognized by management on the other hand 25(30.5%) respondents indicated that they are satisfied while 15(18.3%) respondents were neutral.

Additionally participation in important decision making is important in valuing employees, in this study 48(58.6%) respondents showed that they are dissatisfied with their involvement in the meeting, while 15(18.3)respondents were neutral and 19(23.2%) respondents were satisfied with their involvement in important decision making.

Utilization of employees' skills is also very important as it gives a sense of responsibility and belongingness and contributes to the organization to meet its objectives. The survey done in this study revealed that 44(53.7%) respondents were dissatisfied with the way their skills are utilized, 26(31.8%) respondents were satisfied with the way their skills are utilized in the KMC and 12(14.6%) were neutral.

Table 4. 6 Valuing and Utilization of Employees ñ=82

Variables	Recognition of employees		Participation in important decision		Utilization of skills	
	No	%	No	%	No	%
Very dissatisfied	8	9.8	8	9.8	10	12.2
Somehow dissatisfied	10	12.2	14	17.1	10	12.2
Dissatisfied	24	29.3	26	31.7	24	29.3
Neutral	15	18.3	15	18.3	12	14.6
Satisfied	15	18.3	10	12.2	18	22.0
Somehow satisfied	5	6.1	5	6.1	3	3.7
Very satisfied	5	6.1	4	4.9	5	6.1
Total	82	100.0	82	100.0	82	100.0

Source:Field data July 2013

4.1.3 Presentation of Findings on Employee Attitude toward Intention to Stay or Quit the Organization

The second objective of this study was to investigate the employees' attitude toward the intention to stay or quit the organization. This section examine employee intention to stay or quit the organization and factors responsible for staying or quitting the organization, the study found out the following

4.1.3.1 Presentation of Findings on Intention to Stay or Quit the Organization

The results on intention to leave or stay with the organization revealed out that 35(72.9%) respondents were dissatisfied with their job and had intention to leave working with KMC, additionally 9(18.8%) respondents were satisfied with their job but still had intention to leave the municipality. For those who were not sure whether they can leave their job or not in the municipality were 12(66.7%) respondents who were dissatisfied, 3(16.7%) respondents were satisfied and 3(16.7%) respondents were neutral. Furthermore those who had no intention of leaving their job in the municipality 13(81.3%) respondents were dissatisfied and 3(18.3%) respondents were satisfied and no one was neutral.

**Table 4.7 Job Satisfaction and Intention to Leave the Job in the Municipality
n=82**

Variables		Yes	No	Not sure	Total
Very Dissatisfied	Respondents	7	2	3	12
	% within intention to leave	14.6%	12.5%	16.7%	14.6%
Somewhat dissatisfied	Respondents	17	4	1	22
	% within intention to leave	35.4%	25.0%	5.6%	26.8%
Dissatisfied	Respondents	11	7	8	26
	% within intention to leave	22.9%	43.8%	44.4%	31.7%
Neutral	Respondents	4		3	7
	% within intention to leave	8.3%		16.7%	8.5%
Satisfied	Respondents	3	1	2	6
	% within intention to leave	6.3%	6.3%	11.1%	7.3%
Somewhat satisfied	Respondents	5	2	1	8
	% within intention to leave	10.4%	12.5%	5.6%	9.8%
very satisfied	Respondents	1			1
	% within intention to leave	2.1%			1.2%
	Total Respondents	48	16	18	82
	Total %	100.0%	100.0%	100.0%	100.0%

Source:Field data July 2013

4.1.3.2 Presentation of Findings on High payment

The respondents were asked in the Likert scale to state their level of agreement with the statement that they were ready to leave the municipality if they secure employment in an organization which offers handsome pay. Majority of the respondents 69(84,2%) agreed that they were ready to leave and 7(8.5%) respondents were neutral while 6(7.3%) respondents, high payment was not pulling factor to leave their job in the municipality.

Table 4. 8 Will Leave if Secures Higher Paying Job

Variables	Frequency	Percent
Strongly disagree	1	1.2
Disagree	5	6.1
Neutral	7	8.5
Agree	24	29.3
Agree to some extent	9	11.0
Strongly agree	36	43.9
Total	82	100.0

Source:Field data July 2013

4.1.3.3 Presentation of Findings on Employees Growth

Most of the respondents showed that they were ready to leave their current employment if they secure employment in an organization that they will be promoted. This formed 49(59.8%) respondents. High percentage of respondents 69(84.1%) were ready to leave their employment if they secure employment in an organization that offers opportunities of developing their careers. About 61(74.3%) respondents were ready to leave the municipality if they secure employment in organization that grant training opportunities. Apart from that 23(24.4%) respondents were not ready to leave the municipality because of promotion, 5 (6%) respondents were not ready to leave the organization even if they secure employment in organization that offer opportunities for developing their career and 13(15.8%) opportunities for training was not a pulling factor.

Table 4.9 Employees' Growth n=82

Variables	Promotion Opportunities		Opportunities for Career Developing		Opportunity for Training	
Strongly disagree	5	6.1	2	2.4	2	2.4
Disagree to some extent	2	2.4	1	1.2	1	1.2
Disagree	13	15.9	2	2.4	10	12.2
Neutral	13	15.9	8	9.8	8	9.8
Agree	15	18.3	35	42.7	22	26.8
Agree to some extent	8	9.8	6	7.3	12	14.6
Strongly agree	26	31.7	28	34.1	27	32.9
Total	82	100.0	82	100.0	82	100.0

Source:Field data July 2013

4.1.3.4. Presentation of Findings on Good Working Environment and Achievements Appreciated

The good working environment is among the pulling factors for one to leave the work in organization, 66(80.4%) respondents agreed that if they secure employment in organization that have better working environment they would leave the municipality. Only 5(6.1%) respondents were neutral and 11(13.3%) respondents indicated that a good working environment was not a pulling factor.

Recognition of achievements and their appreciation by the management is another pulling factor. Here 55(67%) of the respondent were ready to leave their job in the municipality and 12(14.6%) respondents were neutral and only 15(18.3%) respondents could not be pulled by the recognition and appreciation by management on achievements they have made to the organization.

Table 4.10 Good working environment and Achievements Appreciated ñ=82

Variables	Good working Environment		Achievement Recognized and Appreciated by Management	
	No	%	No	%
Strongly disagree	2	2.4	2	2.4
Disagree to some extent	2	2.4	5	6.1
Disagree	7	8.5	8	9.8
Neutral	5	6.1	12	14.6
Agree	33	40.2	23	28.0
Agree to some extent	7	8.5	9	11.0
Strongly agree	26	31.7	23	28.0
Total	82	100.0	82	100.0

Source:Field data July 2013

4.1.4 Effects of Job Dissatisfaction at the Organization Performance

Job dissatisfaction in any organization has negative impact to the organization. We found it of essence to investigate the effect of job dissatisfaction in KMC as our third objective. The study revealed out the following findings.

4.1.4.1 Presentation of Findings on Quality of Work Offered by the Municipality

The respondents were asked to rank the quality of work offered by KMC. About 22(26.8%) respondents admitted that the services offered by municipality were good while 40(48.8%) respondents showed that KMC offer moderate services and 20(24.4%) respondents indicated that the services were poor.

Table 4.11 Quality of Services offered by Kinondoni Municipality ñ=82

Variables	Frequency	Percent
Good Services	22	26.8
Moderate	40	48.8
Poor services	20	24.4
Total	82	100.0

Source: Field data July 2013

4.1.4.2 Relationship between Job Dissatisfaction and Poor Services

The employees were asked to tell whether there is a relationship between employees' job dissatisfaction and poor performance in KMC. Those who admitted that there was relationship were 48 (58.5%) respondents and 28 (34.1%) respondents were not sure if there is such a relationship and only 6 (7.3%) respondents said that there is no relationship between job dissatisfaction and poor services delivery.

Table 4.12 Is there a Relationship between Job Dissatisfaction and Poor Performance?

Variables	Frequency	Percent
Yes	48	58.5
No	6	7.3
Not sure	28	34.1
Total	82	100.0

Source: Field data July 2013

4.1.4.3 Presentation of Findings on Difficulties Faced When a Fellow Employee Leaves the Organization

The respondents were requested to indicate the difficult they face when a fellow employee leave the Municipality or is absent from work. Most of the respondents replied that when an employee leaves the Municipality there was an increase in work load. These were about 65(79.3%) respondents; about 37(45.1%) respondents admitted that when a fellow employee leaves there was an increase in customers' complains. In addition about 30(36.6%) of respondents said that there was an

increase in queuing, 20(24.4%) respondents there was an increase of late submission of work and 15(18.3%) respondents were disappointed to continue working when a fellow employee quits the job. See Table 4.14

4.1.4.4 Attitude towards the Boss and Customers

Most of the respondents showed that they had good attitude towards their boss, as 52(63.4%) respondents disagreed with the statement that they have an increase bad attitude towards their boss, while 18(21.9%) respondents agreed with this statement and 12(14.6%) were neutral. On the other hand 59(71.9%) respondents are not feeling bad when they see customers while 10(12.2%) respondents felt badly when they see customers and 13(15.9%) were neutral. See Table 4.15

Table 4. 13 Performance Difficult as a Result of Employee Turnover $\bar{n}=82$

Variables	Frequency	Percentage
Increase in work load	65	79.3
Increase in customer complains	37	45.1
Increasing of queuing	30	36.6
Late submission of work	20	24.4
Disappointed to continue working	15	18.3
No difficulties	10	12.2
Total	177	215.9

Source:Field data July 2013

Table 4. 14 Attitude toward the Boss and Customers ñ=82

Variables	I have an increase bad attitude toward my boss		I always feel bad when I see customers	
	Respondents	%	Respondents	%
Strongly disagree	9	11.0	38	46.3
Disagree to some extent	12	14.6	4	4.9
Disagree	31	37.8	17	20.7
Neutral	12	14.6	13	15.9
Agree	7	8.5	7	8.5
Agree to some extent	6	7.3	3	3.7
Strongly agree	5	6.1		
Total	82	100.0	82	100.0

Source:Field data July 2013

4.2 Analysis of Findings

Basing on the qualitative technique which adopted thematic analysis of this study the findings presented the following facts on employees’ job dissatisfaction in relation to the analyzed factors,

4.2.1 Analysis of Findings on Factors Responsible for Employee Job Dissatisfaction

4.2.1.1. Insufficient Salary

All the respondents who were dissatisfied with working in KMC identified that the major reason for their dissatisfaction was insufficient salary. This was evidenced by the response to the question “*what factors do you consider to be contributing to job dissatisfaction?*” of which 60(100%) respondents stated that insufficient salary was the major reason for job dissatisfaction.

These results correlate with findings on respondents’ level of satisfaction with regard to the salary offered by the municipality as they responded to the question “*Indicate your level of satisfaction with regard to the salary offered by municipality*” of which 69(84.2%) respondents indicated that they were dissatisfied with the salary offered

by municipality. This is due to the fact that the minimum salary set by the government in 2013 to its employees is Tsh 135,000/= which contrasts with the demanded minimum wage by Trade Union Congress of Tanzania (TUCTA) 2013 of Tsh 315,000/=.

Basing on the cost of living theory that measures cost of living over time through the price of goods and services, in Tanzania the cost of living has risen and hence the employees are not satisfied with salary they get in Local government Authority as it does not meet their basic needs. In fact Tsh. 135,000/= per month is not enough in comparison to the rise of price of goods and services. In addition to this one of employee commented that *“The salary am getting is less than Tsh.300,000/= which is not enough to meet my family need. It is difficult to budget that amount of salary to pay school fees for my children and basic need of my family.”*

This entails that employees are working under frustration as the salary they are getting is not sufficient to meet the basic needs of their family.

4.2.1.2 Analysis of Findings on Working Environment and Nature of Supervision

Most of the respondents have shown that their working environment and the nature of supervision are among the major reasons for job dissatisfaction in KMC. This is evidenced by the response to the question *“what factors do you consider to be contributing to job dissatisfaction?”* of which 41(68.3%) respondents were not satisfied with their working environment, and 46(56.4%) respondents were dissatisfied with the nature of supervision. These results are in line to the response on the question *“indicate your level of satisfaction with regard to the working environment and nature of supervision”* of which 51(62.2%) respondents indicated that they were dissatisfied with physical working environment and 46(56.4%) respondents were dissatisfied with the nature of supervision. These findings are true basing on the facts that most of the offices in the Local Government are small and have poor furniture.

At KMC the offices of Directors and head of departments are somehow organized and have encouraging working condition while those of ordinary employees are congested with poor and not sufficient. This has been justified from the comments of respondents which stated that *“Our office is small , crowded and furniture such as chair are wood made and tables are small and few .Hence it becomes difficult for us to work well as office environment are not encouraging.”* Respondents are also dissatisfied with the nature of supervision they get this might be due to the fact that the nature of supervision in government authorities is command based due to the red tape characteristic of work in these organizations.

Basing on Herzberg’s theory hygiene factors such as working environment, supervision practices and working condition cannot motivate employees but can minimize dissatisfaction, if handled properly. In other words, they can only dissatisfy if they are absent or mishandled.

4.2.1.3 Analysis of Findings on Opportunities for Career Development

Most of respondents indicated that they are dissatisfied with the opportunities which are offered by the municipality for the career development. Out 82(100%) respondents who were asked to indicate their level of satisfaction in relation to the opportunities for career development , 45 (54.9%) respondents were dissatisfied with opportunities for growth, 40(48.8%), respondents were dissatisfied with chances of advancement offered, 48(58.5%) respondents were dissatisfied with promotion opportunities and 50(61%) respondents were dissatisfied with training opportunities. According to Human Resources Management practices at KMC the argument has been that the Municipality has a high concern of career development and has invested not less than Tanzania Shillings two hundred millions in training however most of the employees are dissatisfied. The reasons for employees dissatisfaction with career development might be due to the lack of clear career development plan as well as insufficient information concerning the procedures involved in the career development such as the ones shown in the response from respondents to the question which stated *“ Do you know procedures which are involved in career*

developments (promotion, trainings)?” where 68 (82.9%) respondents stated that they do not know the procedures which are involved in career development.

As suggested by Ngirwa (2010) employees want to be actively involved in planning their career development and to be informed of career advancement opportunities that exist in their organization. This implies that opportunities for career development are somewhat coherent with Maslow (1956) hierarchy of need theory (five- tier model) that once individual employee has satisfied one need in the hierarchy, it ceases to motivate their behavior and they are motivated by the next level up to the hierarchy in which needs are arranged from the lower order needs to higher order needs.

However in our conceptual literature review it was assumed in this study that the Maslow progression of needs from lower order needs to the higher order needs does not exist and hence assumed that each need is important for individual motivation. In addition the result allies with the motivation factors of Hertzberg theory in which it was defined to be aspects of job that make people want to perform , and provide people with satisfaction for example achievement in work, recognition , promotions opportunities and growth.

4.2.1.4 Analysis of Findings on Employees-Management Relation

Findings of our study observed that about 35(42.7%) respondents were dissatisfied with their relationship with management while 36(43.8%) respondents were satisfied. Additionally 45(54.8%) respondents were dissatisfied with employee and management meetings while 29(35.4%) respondents were satisfied. More than 49 (59.8%) respondents were dissatisfied with their view being heard and articulated by the management while 21(26.8%) respondents were satisfied. Also 46(56.2%) respondents were dissatisfied with communication and information flow while 22(26.8%) respondents were satisfied. These findings are supported by opinions from respondents who argued that *“Am not satisfied with management and employee relation in this municipality due to bureaucratic nature of the organization what ordinary employees we are doing is to implementing order from above”*. This

signifies that communication in Local Government Authorities is top down and less emphasized on bottom up and lateral communication .

According to Ngirwa (2010) effective communication leads to motivation and job satisfaction. Through communication, managers can make employees understand what they are expected to do, feed them back on how well they are doing it, or the problems they are facing, and what they can do in order to remove them and thus enhance their productivity. It therefore follows that all types of communication lateral, top down and bottom up are important in smooth running of the organization.

4.2.1.5 Analysis of Findings on Valuing and Utilization of employees

Valuing and utilization employees' skills are very important as they give employees a sense of responsibility, belongingness and contribute to the organization to meet its objectives. In KMC valuing and utilization of employees' skills are not well practiced this is evidenced from the response on question which stated "*indicate your level of satisfaction with regard to utilization of skills and recognition of performance by management.*"

About 44(53.7%) respondents were dissatisfied, with the way their skills are utilized in the KMC and 42(51.3%) respondents felt that their performances are not recognized by management. This might be so because in Local Governments there are few challenging jobs and recognition of performance is not given much priority. This is evidenced by response from respondents during the interview which asked to explain why one is not satisfied with the way his /her skills are utilized in KMC. Respondent stated that "*I have completed training in electronic record keeping and design activities however am not given the job which relate to those skills I have gained so I feel that my skills are underutilized.*" This is so because innovation and creativity are not given attention at KMC, even if someone comes with new ideas he/ she might not be given enough attention due to the rigidity of government organization .This kill skills and innovative ideas which employees might have in developing and improving the performance of Municipality.

Additionally recognition of employees performance is not well practiced in KMC this is evidenced from the response from one of the respondents who replied to the question which was posed during the interview to give the reasons for dissatisfaction on recognition of performance by management .He commented that “ *The recognition of performance in KMC is not given much attention as there no much rewards except on May 1st whereby they so called best workers are rewarded and very few employees performance are recognized by management.*”This means that organization might face downbeat resultant on the general view of employees’ performance.

The important of recognizing the employees’ performance is one of the motivational factors identified by Hertzberg in his two factory theory. Recognition of employees’ performance grants satisfaction to an employee and place an individual to superior performance.

4.2.2 Analysis of Findings on Employee Attitude toward Intention to Stay or Quit the Organization

More than half of the respondents have shown that they have an intention of leaving their job in the KMC. This is evidenced from the response to the question which stated that “*Are you ready to leave you job in this municipality if you secure employment somewhere else?*” of which 48(58.5%) respondents have an intention to leave working with KMC, 16(19.5%) respondents had no intention to leave and 18(22%) respondents were not sure whether they can leave working with KMC or not. This result signifies that intention to leave the job is positively related to employee job dissatisfaction as evidenced through cross tabulation between job satisfaction and intention to leave working with KMC where it was found that 35(72.9%) respondents had an intention of leaving the job in the municipality because of job dissatisfaction.

However there are some few 9(18.8%) respondents who were satisfied but still had an intention of leaving their job in KMC this might be influenced by other reasons such as need to follow up his/her family(marriage), decision to start and work on

his/her own business, career change and change of city/town. . In addition there were those who were dissatisfied 13 (81.3%) respondents but had no intention of leaving their job in this municipality this might be the group of those who are aged and do not see the necessity of leaving and thus fear of losing their retirement benefits which they have worked for many years as some of them have commented. Indeed the old aged respondents especially those with few years before they retire find it difficult to search for a new jobs even if they are dissatisfied , as very few or if any organizations are interested in hiring them. This relation are in line with the attraction –selection –attrition model which state that people are attracted to the organization on the basis of their own interest and personality , following selection people who do not fit because of either error or misunderstanding of the reality of organization will leave resulting in attrition from an organization.

4.2.3 Analysis of Findings on Effects of Job Dissatisfaction at the Organization Performance

Most of the respondents in this study indicated that the municipality is offering moderate services. This has been revealed from the reply on the question which stated that *“what are your opinions about the quality of services offered by Kinondoni municipality?”* of which about 40(48.8%) respondents said that the municipality offers moderate services , 20(24.4%) respondents admitted that the services was poor and only 22(26.8%) respondents said that it was good services. Additionally about 48(58.5%) respondents who replied to the question which stated *“Do you think that there is a relationship between employees, dissatisfaction and poor services delivery at KMC?”* said that there was a relation.

This signifies that more than half of the respondents have agreed that there is a relationship between job dissatisfaction and poor performance this is true due to the fact that an employee who is dissatisfied cannot work hard but think on the alternative way of getting satisfaction. There were few about 28(34.1%) respondents who were not sure whether there is relationship between job dissatisfaction and poor performance this is also true because poor performance is a combination of many things and not job dissatisfaction alone. These findings are supported by expectancy

theory which believes that there is a positive correlation between efforts and performance and favorable performance will result into desirable reward and the reward will satisfy an important need .Although the theory was rejected in guiding this study its contribution on effect of job satisfaction ca not be ignored.

CHAPTER FIVE

DISCUSSION OF THE FINDINGS

5.1 Discussion on the Findings on Employees' Level of Job Satisfaction

It was found that most of the respondents in the municipality are dissatisfied with their job. The major reasons which the respondents have given out about job dissatisfaction include insufficient salary, lack of motivation, poor employees management relationship, few opportunities for career development, poor working environment and not recognized by the management.

These findings are in line with the study done by Graham et al (2008) in USA where it was found that American Midwestern principals were generally satisfied with their current job, colleagues/co-workers and level of responsibility. However, they were less satisfied with their pay, opportunities for advancement, and fringe benefits. Despite of this study being conducted in two different countries which have different economic development there are some similarities because most of employees expect to have their safety need and physiological need being realized first then the higher level need can be completed.

5.2 Discussion of Findings on Drivers for Job Satisfaction/ Dissatisfaction

5.2.1 Working Environment and Payment

The findings in this study revealed that most of the respondents were dissatisfied with salary and allowances, physical working environment, working condition, nature of supervision and organization human resources policies. These findings are supported by the study done Lucas et al (2010) who in discussing their study came with the conclusion that low pay is the major factor for job dissatisfaction.

It is also in line with the study done by Burgess and Matcalfe (2009) who revealed that the reasons for public organizations having less influence are due to insufficient rewarding schemes and paying level being optional low. It is further supported by the

study done in USA by Lee (2009) who revealed that physical working environment status below expectation levels leads to job dissatisfaction. Moreover Sergionni (2010) found out that among the factors which contributed to dissatisfaction was supervision, technical and interpersonal relationship. Golden & Veiga (2008) discovered that supervisory relationships are important in determining commitment, job satisfaction and performance of workers.

Likewise Brown et al (2008) suggests that employees' supervision and interaction have been found to be the most significant interpersonal factors when looking at job satisfaction. The reasons attributed to these similarities is that salary and allowances, physical working environment, working condition, nature of supervision and organization human resources policies are hygiene factors. Once the hygiene areas are addressed, said Herzberg, the motivators will promote job satisfaction and encourage production.

5.2.2 Discussion of Findings on Career Development and Employees Recognition

In our study it was revealed that most of the employees are not satisfied with career development opportunities such as opportunities for growth, chances for advancement, promotion opportunities, employees view heard and articulated by management and recognition of employees.

These findings are line with study which was conducted in Spanish by Vidal et al (2010) who revealed that factors for job satisfaction include promotion and accurate work expectations. It is as well in line with the findings of Njeru (2009) in Kenya who concluded that favoritism in promotion practices is among the factors for employees' job dissatisfaction. The reasons for this correspondence is due to the fact that employees tend to prefer career development as it gives them both status and increase of incentives. Hence the absence of clear career plan and favoritism lead to job dissatisfaction.

5.2.3 Discussion of Findings on Employee Intention to Leave their Job

Most of respondents have shown their intention to leave working in KMC due to job dissatisfaction. These results are supported by the study done in Tanzania by John (2009) who argued that when it becomes difficult for an employee to express his/her dissatisfaction to the manager he/she decide to find another job elsewhere. It is also in line with the study done by Wei et al (2009) who came out with the results that there is negative relationship between employees turnover intention and job satisfaction.

Additionally Kiely (2006) argued that job dissatisfaction has been linked with labour turnover, absenteeism, poor performance and productivity, and low morale. Job dissatisfaction also appears to be related to other withdrawal behaviors, including lateness; unionization, grievances, and drug abuse, and decision to retire. (Horn and Griffeth 2005).

In line with these results, job satisfaction is depicted as antecedents to turnover intention. Yet studies have shown that dissatisfied employees are more likely to quit their jobs or be absent than satisfied employees. The rationale of this relationship is due to the facts that an employee who is dissatisfied is not committed to the organization and he/she will be looking for employment in other organization or alternative way to earn living .In addition to that employees who is dissatisfied behave almost the same in any organization and country.

5.2.4 Discussion of Findings on Factors for Intention to Leave or Stay with Municipality

The respondents showed high level of agreement on the several factors which can influence them to leave their job in the municipality to the other organization. Among these factors which most of majority agreed with are high payment, employee growth which include promotion, opportunities for career development and opportunities for training.

These results find their support in the study by Allan et al (2010) who concluded that improvement in comparative pay progressively reduced turnover problems while individual with low job satisfaction attitudes were more likely to leave than those with high job satisfaction attitudes. Sutton (2010) revealed that employee benefits reduced turnover in large firms than in small firms where employees stayed because of other reasons than benefits. Despite these studies being done long time ago the finds have similarities due to the fact that employees need for high payments , recognition and career development has not yet changed as these are what most of people will be working for to have quality life and status in the society.

5.2.5 Discussion of Findings on Effects of Job Dissatisfaction on Organization Performance

It has been revealed from our study that job dissatisfaction has negative relationship with job performance. Most of the employees who were asked to rank the performance of municipality said that it is moderate and poor and few argued that the Municipality was performing nicely. In addition most of the respondents agreed that there is a relationship between poor performance in the municipality and job dissatisfaction.

This result is supported by the study done by Zheng et al (2009) who revealed that job satisfaction is significantly correlated with job performance. It is within this line we agree with Hawthorne studies (1980) that “happy worker is a productive worker.” that means if the workers feel that they are satisfied they will be more productive and provide quality services and hence good performance of the whole organization. The reasons for this similarities is due to the fact that a dissatisfied employee in most cases is disappointed with working as he/she might be frustrated and hence cannot be committed to work well.

CHAPTER SIX

SUMMARY, CONCLUSIONS, AND POLICY IMPLICATIONS

6.0 Introduction

This chapter discusses the snap short of main findings of the study, linking them to the factors which lead to employees' job dissatisfaction in the KMC. Also provide recommendations for which the Local Government can use them to bring about job satisfaction and suggest areas for further research.

6.1 Summary

This study investigated the factors which lead to employees' job dissatisfaction in Tanzania Local Government Authority. The study was conducted in Kinondoni Municipality in Dar es salaam region. A sample of 82 respondents was used in this study. Purposive sampling was applied in selecting of the departments and simple random sampling in selection of respondents from each department. Data were collected using questionnaire, interview and documentary review. Statistical packages for social sciences were employed in data analysis.

It was revealed from the study that majority of employees in Kinondoni Municipality are dissatisfied with their jobs. The factors responsible for job dissatisfaction are insufficient salary and allowances, unsatisfactory working environment relation, few opportunities for career development, poor physical working environment, nature of supervision and low valuing and utilization of employees' skills.

The study also revealed that job dissatisfaction has consequences to employees' intentions to leave the job in the municipality as well as poor services delivery. Pulling factors for intention to leave the job revealed to be high salary and attractive allowance, good working environment and achievements appreciated as well as availability of opportunities for growth.

The policy implication to KMC is to improve management-employees relations, improve physical working environment, give weight to all types of communication and insisting on employee and management meetings. It is also suggested that KMC should be transparent in procedures.

6.2 Conclusion

The findings revealed that most of the employees in the Local Government Authorities are dissatisfied with their work as represented by Kinondoni Municipality. Most of the employees are dissatisfied with both motivational and hygiene factors as provided by Herzberg and tested in this study. Insufficient salary and allowances have been the major dissatisfaction factor; other drivers of dissatisfaction in this municipality include poor career development opportunities which include poor opportunities for growth, chances for advancement, promotion opportunities and training.

It has also been revealed that working environment does not satisfy the employee in this municipality as most of them are not satisfied with management employees relationship, participate in employee management meeting, employees views heard and articulated by management and communication and information flow. Physical working environment has not been well to the employees in this municipality as most of them work in offices which are congested and there are not enough working facilities especially to the ordinary employees. On the other hand job dissatisfaction has been revealed through intention to leave the municipality as the findings have shown that most of the respondents are willing to leave their job in this municipality due to dissatisfaction.

The consequences of job dissatisfaction are many as they affect employees and the organization in general. In this case it has been revealed that poor performance in Local Government Authorities relates to employee job dissatisfaction. This is due to the turnover and turnover intention which has been caused by job dissatisfaction and hence discourage employee to work hard

6.3 Recommendations

On the side of insufficient salary and allowances

As most of the respondents have shown that they are dissatisfied with salary and allowances, it is proposed that the central government should make proper use of organization such as Labour Economic and Social Council (LESCO) and accommodate the suggestions which are given by this body especially on the issues of salary and allowance to the government employees. The central government is also advised to run a labour survey at least in each year and accommodate employees' ideas in setting and updating the human resources policies especially on issues of salary. This will make employees feel that they are valued and hence bring job satisfaction

On the side of career development

KMC should institute enforcement mechanisms upon bringing employees job satisfaction. There are things which are within Municipality capacity such as promotion procedures, career development, these should be clearly communicated to employees so that they may be satisfied and have no doubt about the way promotion is conducted in the municipality. It is suggested that the budget set for training should be properly used by making sure that employees are taken into training depending on the need of the municipality as well as need of individual employee.

On the side valuing of Employees and Management- employees relations

It is also suggested that the municipality should make a proper use of skills which employees have by giving them challenging jobs and have more friendly supervision procedures. The information flow in the municipality should as well be improved thus all types of communications (top down, bottom up and horizontal) should be properly used to enhance clearly flowing of information and hence employees satisfaction. Employees also should be involved in making of importance decision in the municipality, this will make them feel valued and have a sense of belonging to the organization. Meetings between management and employees should be conducted in order to let their employees express their views and feelings and hence action to be taken whenever there is possibilities.

On the side of physical working environment

Since most of the respondents are dissatisfied with the physical working environment. It is suggested that the municipality should improve the physical working environment thus building more offices which have enough space, quality furniture, air conditions and providing enough working equipments to employees. This will make employees feel comfortable and hence satisfied with their working environment.

Finally it is good for KMC management to create a motivation situation in order to induce employees to like their work and thus contribute their best and most to the organizational performance. Although motivation programme is not an employee right that can be enforced under the employment contract, management has the liberty to vary the motivation programme to reflect the realities of its effects and retain highly qualified employees.

6.4 Suggested Areas for Further Studies

The study has covered only a small population of Local Government Authorities to create a good conclusion further larger research should be conducted. The study was interested in looking at the factors which lead to employees' job dissatisfaction but this has been conducted in municipality and hence the same study can be done in different districts especially those in the rural areas. The further study can be conducted looking at effect of job dissatisfaction on the local government performance. Also the study on job dissatisfaction and intention to leave or stay with the Local Government Authorities can be conducted. Additionally the study can be conducted on the factors which make employees to keep on working in the Local Government authorities despite the fact that they are dissatisfied.

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APPENDIX: QUESTIONNAIRE FOR EMPLOYEES

Introduction

My name is Flora A. Mwaisela , MBA student in Mzumbe University. The intention of this questionnaire is to collect information about **factors that lead to employee job dissatisfaction in Local Government Authorities**. This work is for academic purposes only and hence your information will be useful and necessary ingredients towards the accomplishment of the research objectives of this study. Anonymity and confidentiality of the information provided is highly assured. To make this work successful, I request your cooperation and voluntary participation.

A: RESPONDENT PERSONAL INFORMATION

(Please circle the appropriate answer)

1	Sex	a. Male b. Female
2	Age	a. Below 20 b. Between 20-29 c. Between 30-39 d. Between 40-49 e. 50 and above
3	Marital status	a. Married b. Single c. Widow/widower d. Divorced e. Separated
4	Highest level of education attained	a. No formal education b. Primary school c. Secondary school d. Certificate in any other training e. Diploma f. First degree/advanced diploma g. Masters degrees h. Other profession.....

5	Primary role of respondent	<ul style="list-style-type: none"> a. Ordinary employee b. Staff officer c. Supervisor d. Head of department e. Head of section
6	How long have you been working with Kinondoni Municipality?	<ul style="list-style-type: none"> a. Less than 1 year b. Between 1-3 c. Between 4-6 d. Above 6years
7	Which department are you working with?	<ul style="list-style-type: none"> a. Personnel and administration b. Education and culture c. Health and waste management d. Finance e. Works f. Trade and industry g. Urban development ,natural resources and Environment h. Community development, social welfare and cooperatives
8	Do you know how many employees have left their job in your department for the last 5 years?(Please mention the number)
9	What would you think would be the reasons for employees to leave their job in this municipality? Please mention the reasons.	<ul style="list-style-type: none"> a. b. c.

B.FACTORS RESPONSIBLE FOR EMPLOYEES JOB DISSATISFACTION

(Please circle the appropriate answer)

1.	Are you satisfied with your work in this municipality?	a. Very dissatisfied b. Somewhat dissatisfied c. Dissatisfied d. Neutral e. Satisfied f. Somewhat Satisfied g. Very Satisfied
2.	What factors do you consider to be contributing to job dissatisfaction (multiple answer allowed)	a. Poor employees management relationship b. Insufficiency salary c. Not recognized by the management d. .Not motivated e. Few opportunities for career development f. Not respected by the management g. Others (specify.....)

3. How do the following motivational items make you feel satisfied or dissatisfied with your job in the municipality? Please use tick (√) to indicate your position in the column provided.

1=Very Dissatisfied 2=Somewhat Dissatisfied 3=Dissatisfied

4=Neutral

5=Satisfied

6=Somewhat Satisfied

7=Very Satisfied

S/N	Item	1	2	3	4	5	6	7
1	Salary							
2	Overtime pay							
3	Working condition							
4	Opportunities for growth							
5	Chances of Advancement							
6	Recognition of employees							
7	Extent of Participation in important decision							
8	Degree of utilization of skills							
9	The nature of supervision							
10	Promotion opportunities							
11	Transport allowance							
	Health care allowance							
12	House allowance							
13	Training opportunities offered							
14	Participate in employee and management meetings							
15	Free to join and participate in union issues							
16	Management/ employee relations							
17	Salary and benefits which employee receive while in study leave							
18	The physical working environment (heating, lighting)							
19	Employees views heard and articulated by the management							
20	Communication and information flow in the Municipality							

4. Do you know procedures which are involved in career developments (promotion, trainings)?

a) Yes

b) No

C: INVESTIGATE EMPLOYEES ATTITUDE TOWARDS THE INTENTIONS TO STAY OR QUIT THE ORGANIZATION.

1. Are you ready to leave your job in this Municipality if you secure employment somewhere else?(Please circle the appropriate answer).

- a) Yes
- b) No
- c) Not sure

2. How far do you agree or disagree with the following items explaining your readiness to leave or stay with the Municipality. (Please use tick (√) to indicate your position in the column)

**1= Strongly disagree 2=Disagree to some extent 3=Disagree 4=Neutral
5=Agree 6=Agree to some extent 7=strongly agree**
(Please use tick (√) to indicate your position in the column)

S/N	Items	1.	2	3	4	5	6	7
1.	Iam ready to leave my job If I secure employment in organization that I will be promoted							
2	If I secure employment in organization that my achievement will be recognized and appreciated by management							
3	If I secure employment in organization that I will be highly paid							
4	If I secure employment in organization that I will get opportunities of developing my career							
5	If I secure a job in organization that I will get opportunity for training							
6	If I secure employment in organization that has good working environment.							
7	Iam extremely glad that I choose this organization to work for over others I							

	was considering at the time I joined							
8.	I am proud to tell others that I'm part of this organization							
9.	I would accept almost any type of job assignment in order to keep working for this organization							
10.	Often I find it difficult to agree with this organization policies on important issues related to its employees							

C: EFFECT OF JOB DISSATISFACTION AT ORGANIZATION PERFORMANCE

(Please circle the appropriate answer)

1. What difficult do you face in performing your job when your fellow employee in same department leave the organization

- a. Increase in work load
- b. Increase in customer complains
- c. Other (specify).....

2. What are your opinions about the quality of services offered by Kinondoni Municipality?

- a. Good services
- b. Moderate
- c. Poor services

3. Do you think that there is a relationship between employees' job dissatisfaction and poor services delivery at Kinondoni Municipality?

- a. Yes
- b. No
- c. Not sure

4. Show your level of agreement with the following statements which measure the utilization of man power in the Municipality. (Please use tick (√) to indicate your position in the column provided)

**1= Strongly disagree 2=Disagree to some extent 3=Disagree 4=Neutral
5=Agree 6=Agree to some extent 7=strongly agree**

S/N	Item	1.	2	3	4	5	6	7
1.	Am mentally and physically exhausted at the end of day work							
2.	I have an increase bad attitude toward my boss							
3.	Iam not used to my fully capacity							
4.	I often feel overworked and overwhelmed							
5.	I always feel bad when I see customers							

Thanks for your cooperation