

**FACTORS FOR EMPLOYEES' JOB SATISFACTION**  
**IN THE PUBLIC SECTOR:**  
**A CASE STUDY IMMIGRATION DEPARTMENT IN ZANZIBAR**

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**IN THE PUBLIC SECTOR:**  
**A CASE STUDY IMMIGRATION DEPARTMENT IN ZANZIBAR**

**By**

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**A Dissertation Submitted to School of Public Administration and  
Management in Partial Fulfillment of the Requirements of the Award  
of a Degree of Master of Science in Human Resource Management of  
Mzumbe University**

**2015**

**CERTIFICATION**

We, the undersigned, certified that we have read and hereby recommend for acceptance by the Mzumbe University, a thesis entitled **factors for employees' job satisfaction in the public sector:** The case study of Immigration Department Zanzibar in partial/ fulfillment of the requirements for the degree of Master of Science in Human Resource Management of Mzumbe University.

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I, Juma Makame Kombo, declare that this thesis is my own original work and that it has not been presented and will not be presented to any other university in a similar or any other degree award.

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## **DEDICATION**

This research paper is dedicated to my parents, father and mother, my wife as well as my three daughters. It is also dedicated to my friend Mussa Ali Kombo. I really appreciate his moral support, encouragement and advice during the time of the studies.

## **LIST OF ABBREVIATIONS**

CIS	Commissioner of Immigration Services
JDI	Job Description Index
MNH	Muhimbili National Hospital
MSQ	Minnesota Satisfaction Questionnaire
NHIF	National Health Insurance Fund
SHRM	Society for Human Resource Management
TCPA	Tanzania Certified Public Accountant
UK	United Kingdom
VIE	Valence Instrumentality Expectancy
ZID	Zanzibar Immigration Department
ZIHO	Zanzibar Immigration Head Office

## ABSTRACT

This study examined factors for employees' job satisfaction in the public sector. A case study of Immigration Department Zanzibar. The study addressed the following objectives. i) *To identify the factors employees finds most satisfying at their workplace.* ii) *To determine factors employees consider as undermining their job satisfaction at their places of work.* The associated questions are: i) *what factors employees find most satisfying in their job and why.* ii) *What factors employees consider to be dissatisfying in their job and why.*

The population of the study consisted of Immigration employees in Zanzibar. The study involved a sample of 85 respondents, including 71 questionnaire respondents who were randomly selected and 14 interview respondents that were selected purposefully. Three methods were used to collect data to address the research objectives. These included a questionnaire and interview for primary data and document review for secondary data.

The data collected were analyzed by using qualitative and quantitative methods. The qualitative data were analyzed whereby themes emerging from interviews and documentary transcripts were documented and their meanings assigned to a view to answer research questions. Direct quotes were also presented to preserve the originality of data. The Quantitative data were analyzed by means of descriptive statistic derived by using SPSS and respective results were presented and summarized in the relevant tables.

Key findings with regard to the first objective of the study show that the factors employees consider satisfying in their job were job and non job related. Employee relationship with co-workers was highly identified. Regarding the second research objective, the findings revealed that factors for employee's dissatisfaction were an unclear system of promotion, favoritism, poor compensation for overtime, lack of employees' participation in decision making and unsystematic job rotation. The study concludes that, the factors for employee's job satisfaction are both job and non job related factors. However, the findings show that non job related factors were most important for employee's job satisfaction. Thus the findings challenge Herzberg's suggestion that non job related factors are not important for employees job satisfaction.

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## **Definition of Key Concepts**

This section provides the working definitions of some key concepts used in this study:

*Satisfaction:* According to Morse (1997), Satisfaction refers to the level of fulfillment of one's needs, wants and desire. Satisfaction depends basically upon what an individual wants from the world, and what he gets. Employee satisfaction is a measure of how happy workers are with their jobs and working environment.

*Employee:* An individual who works part time or full time under a contract of employment, whether oral or written, express or implied, and his recognize rights and duties (Muhl, 2002).

*Job:* Refers to the specific tasks and duties to be performed in a particular position (Heron, 2005).

*Job satisfaction:* Robbins (2003) job satisfaction is a subjective measure of worker attitudes, that is, an individual's general attitude to his or her job. A person with high job satisfaction holds positive attitudes towards the job, and one who is dissatisfied with it has negative attitudes towards it.

*Job dissatisfaction:* it is an employee's response to their job that can range from feelings of apathy, to depression and despair, to anger, frustration and resentment (Easter, 2011).

## **CHAPTER ONE**

### **INTRODUCTION**

#### **1.1 Overview of the chapter**

This chapter presents introductory information to the study. Specifically, it provides background to the study, a statement of the problem, research objectives and questions, the significance of the study, the focus and limitations of this study. Organizational profile of the case study organization is presented first.

#### **1.2 Organizational profile of Zanzibar Immigration Department**

Zanzibar Immigration Department (ZID) is a part of the Tanzania Immigration department (Tanzania constitution, 1977). According to Zanzibar Immigration department annual report (2011), ZID is categorized into five regional immigration offices, namely the Urban West, the South region Unguja, the North region Unguja, the North region Pemba and the South region Pemba offices. Immigration Department Tanzania Zanzibar headquarters known as Zanzibar Immigration Head Office (ZIHO), which is located at Kilimani/Miembani Zanzibar 2.5 km from Zanzibar International Airport and 0.5 km from Zanzibar sea port. The ZIHO has five sections, namely, permits, visas and passes section; passport and citizenship section; administration and finance section; border management and control section; and lastly is the legal section.

According to Immigration (Amendment) Act 2014, the head of Zanzibar Immigration department is known as Commissioner of Immigration Services (CIS). The CIS is responsible for supervision of all activities carried out by the Immigration Department Zanzibar. The organization structure of the ZID is attached as Appendix i. Immigration department is governed by Acts and Regulations. These include the Immigration Act, 1995; the Tanzania Passports and Travel Documents Act, 2002; the Tanzania Citizenship Act, 1995; the Anti-Trafficking in Persons Act, 2008; and the Prevention of Terrorism Act, 2002 (Immigration Services Department of Tanzania 2011).

According to Tanzania Immigration Act (1995), functions of the Immigration Department are: (i) to ensure national security is highly observed and maintained; (ii) to facilitate entry, exit and stay of all immigrants and/or emigrants with a view to promoting investments and tourism for national socio-economic development; (iii) to facilitate exit and entry of citizens travelling abroad for both private and public affairs; (iv) to conduct patrols and apprehend the undesirables for expulsion or other possible legal measures; (v) to issue citizenship and other immigration documents to immigrants like investors, tourists, experts, missionaries, students, researchers and others; (vi) issues various types of passports and travel documents; and (vii) provision of visas to foreigners.

### **1.3 Background of the study**

Studies on job satisfaction date back to the early 1900's with the situationist perspective on job satisfaction (Resheske, 2001). According to this perspective, satisfaction is determined by certain characteristics of the job and of the job environment itself (Sherman, 2001). This view has been held in literature since the major studies by Hauser, Taylor and the various famous study projects at the Western Electric plants in Hawthorne (Cranny, Smith, Stone, 1992). These studies established that when a certain set of job conditions are presented such as, good working condition, good relationship with management, opportunities for advancement and better payment a certain level of job satisfaction will follow (Resheske, 2001).

Job satisfaction is an important precondition for the success of any organization. This is because satisfied employees are a crucial asset in any organization since they are likely be committed, loyal, accountable, and can work hard (Mathis & John, 1999). Dissatisfied employees on the other hand, are the liabilities who are more likely to provide inferior services (Kaarna, 2006). Job satisfaction influences behaviour and performance of individual employees. Any organization cannot achieve its goals and targets unless its employees are satisfied with their jobs. As Diaz- Serrano and Viera (2005) observe, job satisfaction is a good indicator of job quality.

Job satisfaction has been defined as the degree to which employees have a positive effective orientation towards employment in the organization (Price, 1997). According to Locke (1976), job satisfaction is a pleasurable emotional state resulting from the perception of one's job as fulfilling or allowing the fulfilment of one's important job values; provided these values are compatible with one's needs.

Employees' job satisfaction has turned out to be a challenge in many public organizations, making employees move from one organization to another searching for a good working environment, good payment, opportunity for advancement (Amis, 2005). As Syptak (1999) observes, few organizations have made job satisfaction a top priority in their overall strategy. Employees can lose their job satisfaction due to different reasons, which include: poor working conditions, misunderstanding with the employers, unfair payment compared to the job being done, lack of opportunities for promotion, fear of losing their job, little or no say in decision making, routine work, and irrelevant work, which is incompatible with the skills and interests of employees (Mullins, 2007). Other factors include discriminatory practices, favouritism among employees in matters such as training opportunity, recognition, and reward system. These factors affect employees' job performance and ultimate production (George, 2000).

Almost all countries around the world face the problem of employees' job dissatisfaction; for example, 4% of the total working population in Switzerland, 10% in the United States of America and 16% in Russia were dissatisfied with their work (Sousa-Poza and Sousa-Poza, 2000). The authors note that, all of the five east European countries studied namely Hungary, Russia, Slovenia, Bulgaria and the Czech Republic, were among the eight countries showing the lowest job satisfaction levels. Japanese workers reported the third lowest level of job satisfaction. Workers working in unattractive jobs with few expectations change jobs frequently due to the low level of job satisfaction (Liorente & Macias, 2003). A survey by European Foundation for the Improvement of Living and Working Conditions, (2007) revealed that workers with no permanent employment contracts in Austria, the Czech Republic, Denmark and

Germany are not satisfied.; Part-time workers in the UK were found not to be more or less satisfied with their jobs than full-time workers.

In Africa, many countries seem to experience low degrees of employees' satisfaction. For example, in the education sector of Kenya only 2% of employees were satisfied with their job (James & Hannah, 2013). In Malawi, 18.8% and in South Africa, 41.4% of health workers were actively seeking for new employment because of low satisfaction with their current jobs (Aziza, 2013). Poor classroom environment and human relations made teachers in the following countries to change professions: 23.5% in Madagascar, 61.5% in Senegal, and 54.2% in Ivory Coast (Michaelow, 2002). Similarly, a survey by Bennel and Akyeampong (2007) on teacher's motivation and job satisfaction in twelve (12) countries in Asia and Sub Saharan Africa, including Tanzania raises concerns about low teachers' job satisfaction, which weakens teachers retention and commitment which result in teacher absenteeism and tardiness.

While many organizations attempt to explore motivation of their employees by introducing a variety of packages the problems of job satisfaction continue to be reported in many organizations across countries. In Tanzania things are the same, according to Sumra (2006) in secondary schools, a number of teachers dropped out of the teaching profession, less than 30% of teachers were willing to teach because the living and working conditions of teachers have not improved significantly, and the workload and low salaries have affected teachers' moral. In the health sector, there were some employees' strikes, especially among doctors in the public Tanzanian hospital demanding for salary increase and a more conducive working environment (Isangula, 2012). The Tanzania Mining and Construction Workers Union's (TAMIKO) also went on strike over dissatisfaction with pay and working conditions (Jonny, 2012). Also, Tanzanian Certified Public Accountants (Tanzanian CPAs) were unhappy with pay and promotion (Mpeka, 2012). This study aimed at understanding the factors for employees' job satisfaction in public organizations. A case of Immigration department Zanzibar was used to carry out the study.

#### **1.4 Statement of the problem**

Job satisfaction represents one of the most complex areas facing today's managers when it comes to managing their employees (Aziri, 2011). In an effort to satisfy the needs of employees, public sector managers and governing bodies make use of different incentives. For example, the introduction of reward system, involving rewarding employees who perform better and an increase of minimum wages are some of the measures of addressing employees' dissatisfaction problem (Greystar, 2013). The government of Tanzania has adopted different policies such as Public Service Pay and Incentive Policy of October 2010, which pay great attention to improving performance, employees' motivation and satisfaction, as well as the application of laws such as the Employment and Labour Relations Act of 2004, which inter alia stipulates the rights of an employee such as the right to leave including daily, weekly, annual, maternity and paternity leave. Similarly Zanzibar Labour Act of 1997, among other aspects provides for the rights and duties of an employer such as: provision of minimum wage, provision of medicine and medical treatment, provision of transport, provision of incentives such as rights to accommodation, meals, and travelling allowances.

Despite all these efforts, job dissatisfaction has continued to be reported among employees in the public sector. As reported by Mwesiga (2010), about 81.8% of employees in high learning institutions admitted that they would move to other organizations if they got a chance. As Ngota (2010) noted, in the year 2008, 19 employees and in 2009, 6 employees left their jobs at the Muhimbili National Hospital because of job dissatisfaction. Currently, 18.8% of health workers in Tanzania leave their jobs annually (Global Health Action, 2013). A nagging question then is what factors satisfying employees in their job? This is a question this study attempts to address using a case study of the immigration department in Zanzibar.

#### **1.5 Research gap**

It is true that researches have been done regarding job satisfaction of different employees in various organizations for example, higher learning institutions of Tanzania

by Mwesiga (2010), Muhimbili National Hospital by Ngota (2010), and Azania Bank limited by Mwangakela (2009). Existing studies have mainly focused on "assessing the levels of employees' motivation and satisfaction with their jobs". Studies on factors for employees' job satisfaction are rare. This is a research gap this study attempts to contribute to its filling.

## **1.6 Objectives of the study**

The study was guided by both general and specific objectives as follows:

### **1.6.1 General objective**

The main objective of the study was to understand the factors for employees' job satisfaction in the public sector.

### **1.6.2 Specific objectives**

- i. To identify the factors employees find most satisfying at their workplace.
- ii. To determine factors employees consider as undermining their job satisfaction at their places of work.

## **1.7 Research questions**

- i. What factors employees find most satisfying in their job and why?
- ii. What factors employees consider to be dissatisfying in their job and why?

## **1.8. Significance of the study**

The study is significant due to the following considerations:

- i. The findings help the Immigration Department and similar organization to identify areas of job dissatisfaction among employees, and act proactively to address them;
- ii. The findings of the current study provide vital input to the Immigration Department in developing strategies which can help to attract and retain employees in the organization;

- iii. The study explores one of the area rarely explored since employees' job satisfaction is often taken for granted as a matter of pay;
- iv. The findings and recommendation provide useful reference materials for students and researchers in human resource management.

### **1.9. Limitations of the study**

The study was limited by the following factors:

- i. Some respondents declined to take part in the study, and even demonstrated disinterest. To address this limitation, the respondents were informed about the significance of this study to their organization and encouraged them to participate;
- ii. Some officials were not accessible for scheduled interviews. Reminders and follow up were made and in the end all planned interviews were carried out;
- iii. It was difficult to access some documentary sources, especially those considered confidential. To overcome this limitation, specific requests for documents were made during interview sessions with senior officials of Immigration Department Zanzibar. These documents were finally made available to the researcher.

### **1.10 Organization of the dissertation**

This dissertation is organized in five chapters. The first chapter presents an introduction and administrative profile of the case study organization, background of the study, a statement of the problem, research gap, objectives and research questions, significance of the study, the focus of the study and limitations of the study. The second chapter review theoretical and empirical literature focusing on job satisfaction. This chapter also presents a conceptual framework of the study. The third chapter discusses the methodology of the study. The fourth chapter presents the data collected and discuss the findings. Chapter five presents the summary of the study, conclusion and recommendations.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1. Introduction**

The aim of this chapter is to review selected literature on job satisfaction. The literature review is important due to the following reasons: it helps the researcher and readers to familiarize themselves with the theoretical debates and understanding on employee job satisfaction in a wider scope. The review of literature is also essential in identifying the gaps in the previous research. It provides vital information to shape, reforms the research objectives, questions and also the entire design of the study include the conceptual framework and the methodology of the study (Creswell, 2007). This chapter is divided into three major parts: the first and second parts review theoretical and empirical literature respectively. The third part selects and discusses the conceptual framework of the study.

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

This section reviews the theoretical literature on employees' job satisfaction. It covers the concepts and importance of job satisfaction, dimensions of job satisfaction, job satisfaction measurements, factors that lead to employees' job satisfaction, factors leading to employees' job dissatisfaction, and theories of job satisfaction.

##### **2.2.1 Concept of job satisfaction**

There are various definitions of job satisfaction and many authors define job satisfaction in terms of feelings, attitudes and beliefs. George and Jones (1996) define job satisfaction as the collection of feelings and beliefs that people have about their current jobs. Robbins (2003) defining job satisfaction as a subjective measure of a worker's attitude to his or her job. A person with high job satisfaction holds a positive attitude towards the job and someone who is dissatisfied with his/her job has a negative attitude towards the job. Some authors define job satisfaction in terms of the way people react to their work environment. Gannon (1979), for example, described the job satisfaction as the difference between the amount of some valued outcomes a person receives and the

amount of that outcome. Thus, an employee becomes dissatisfied when things are not the way they should be (Carrell, Elbert, & Hatfield, 1998). On the basis of the above definitions, in this study the concept job satisfaction refers to as an attitude which individuals have about their jobs and the results of their jobs perceptions and the degree to which there is a good fit between the individual or the needs of an individual and those of the organization.

### **2.2.2 Importance of job satisfaction**

A number of considerations can be described as the importance of job satisfaction. Firstly, job satisfaction contributes to mental health and general life satisfaction of employees. This may happen because of the possibility of acquiring self-esteem, which is a person's overall sense of self-worth or personal values (Ellison, 1997). The opportunity to participate in a satisfying work is often thought to contribute to psychological well-being. Hence, the more satisfied the workers are healthier often physically and psychologically (George, 2000).

Secondly, job satisfaction leads to employees' retention at the work place. When employees are satisfied with their job they always work for a long time in one organization (Sageer, Rafat & Agarwal, 2012). Employees who are satisfied with their job do not change from one organization to another. Job satisfaction may be attributed to organizational cultures that emphasize on interpersonal relationship values, compensation and benefits (Greer, 2003). As many studies suggest, employers reap benefits from satisfied employees. They are more likely to profit from lower staff turnover and peaceful industrial climate associated with high level of job satisfaction (Nguyen, Taylor & Bradley, 2003).

Third, job satisfaction raises employees' commitment. Research findings show that people who are relatively satisfied with their jobs will likely be more committed to their organization (Mathis & John, 1999). Job satisfaction is so important in that its absence often leads to tardiness and reduced organizational commitment (Levinson, 1997; Moser, 1997). Indeed, employees' satisfaction increases employees' morale, satisfied

employees may work hard and ensure that they fulfil their responsibilities within the time planned by the organization.

Moreover, job satisfaction increases employees' accountability and it has important implications in a discussion of accountability in organizations. Research shows that there is a positive relationship between accountability and job satisfaction (Locke, 1968; Rafat, 2012). Accountability of employees may raise job performance and productivity. It can be argued that by increasing job satisfaction, the performance and productivity of workers can be increased. Considering the above arguments, job satisfaction is not only important for the individual functioning but also for organizational functioning. Thus, organizations must be aware of the job satisfaction and dissatisfaction factors. The managerial employees have to consider the needs of their employees and appreciate the work they do in order to retain and make them attracted to work with the organization.

### **2.2.3 Dimensions of job satisfaction**

The literature identifies a number of dimensions. This subsection reviews the Luthan (1998) and Leon (2010) dimensions.

#### **2.2.3.1 The Luthan's dimensions of job satisfaction**

Luthan (1998) identified three important dimensions to job satisfaction as follows: first, job satisfaction is an emotional response to a job situation. As such, it cannot be seen; it can only be inferred through observation of the employee's behaviours; for example the time they get to work, and how they work and their general mood.

Second, job satisfaction is often determined by how well the job meets expectations. For instance, if organization participants feel that they are working much harder than others in the department, but are receiving fewer rewards they will probably have a negative attitude towards the work, the boss, and co-workers. On the other hand, if they feel they are being treated very well and are being paid equitably and fairly they are likely to have a positive attitude towards the job.

Third, according to Luthan (1998) job satisfaction represents several related attitudes which are the most important characteristics of a job about which people have an effective response. These are the work itself, pay, promotion opportunities, supervision, and co-workers. These aspects imply that, the employees may feel satisfied if they are interested to work, receiving a better financial reward including basic pay and variable pay, upgrading from a low position to high position, and good relationship between supervisor and employees and the relationship among the employees themselves.

Generally, the above dimensions of job satisfaction imply that, the employers should make observations in order to understand employees' feelings. For example, observations can be done when employees get in and get out of the work place. The management must be familiar with employees and understand the contribution of each employee in the organization. This can help to understand the satisfaction or dissatisfaction of the employee. Also, the management should be able to make sure that the working environment is conducive and that employees have some incentives to keep them energized in their work.

#### **2.2.3.2 The Leons' dimensions**

Leon, (2010) identifies three important dimensions to job satisfaction as summarised in Table 2.1. These are: (i) physical dimensions, (ii) intellectual dimensions and (iii) emotional dimensions

i) Physical dimensions: are at the conscious level, these tend to be noticed by the management. These include safe working practice and condition at the workplace, good pay such salary, bonus, commission and overtime they may make employees be punctual at work place, and the employees' uniform may make employees be smart and with appropriate dressing at working time. If the employees are successful on these then they will be satisfied. These aspects are complementary to each other; one aspect may affect another.

ii) Intellectual dimensions: these are also at the conscious level. Sometimes such things are visibly demonstrable skills, and at other times, they are less obvious. For example, employees can be initiative if they are given responsibility in their workplace; they may come up with new ideas if they are happy with their work and getting opportunity for promotion. Some employees prefer much challenging work because they get a chance to use their skills for the work they do, and lastly, if the organization provides a variety of work, it enables the employees to be flexible meaning that they can do different types of work. Thus, the success of these aspects contributes to employees' satisfaction with their job (Leon, 2010).

iii) Emotional dimensions: these are often at the unconscious level and, as a result, they are not always as visible. These include such things as respect, loyalty, empathy, and enthusiasm, and these are on the basis of give and take. For example, if the employer respects the employees, he may also be respected by the employees. All these aspects may be resulted when there is a good relationship between management and employees.

For each of the three above areas or dimensions, employers require an investment of their employees and in return, employees need a similar investment from their organization. It implies that in order for the employees to reach at the satisfaction level, there must cross check relationship between employer and employees. One part alone cannot reach to the satisfaction unless the two parts be integrated; this satisfaction can be contributed by the good relationship between employer and employees, recognition of employees job performance, opportunity for employee advancement and existing of good communication between employer and employees. Therefore, governing bodies should make sure that, there is an investment between employer and employees to make the presence of job satisfaction of their respective organizations.

**Table: 2.1 Leon dimension's of job satisfaction**

	Investment	—————▶	Return	
Physical	Turn up Punctual Dress appropriately Do the job		Get paid  Uniform Safe working practice	Physical
Emotional	Initiative Come up with ideas  Skills Respect Be flexible		Give responsibility Interesting work Opportunity for promotion Challenges Respect Provide variety	Emotional
Intellectual	Loyalty Empathy Enthusiasm		Loyalty Empathy Appreciation	Intellectual
	Investment	—————▶	Return	

Source: Leon, (2010). Note: investment indicates that the employee's response in the workplace, arrows indicate a way to satisfaction and return indicates that organizational responsibility to the employees.

#### **2.2.4 Measuring job satisfaction**

Measuring job satisfaction is difficult, for it is an abstract personal cognition which exists only in an individual's mind (Worrel, 2004). To measure job satisfaction, one must have a conceptual understanding in somebody's organization in order to decide what factors to measure and how the measurement should be priced. Since there is no single agreed upon definition of job satisfaction, and no widely accepted theory to explain it, it is no surprise that there is also no general consensus on the best way to measure job satisfaction (Worrel, 2004). As Aziri (2011) argues, usually job satisfaction is measured by using general scientific research methods such as the questionnaire, interviews and observation. According to the author, some of the most commonly used techniques for measuring job satisfaction include:

- i. Minnesota Satisfaction Questionnaire (MSQ) and
- ii. Job Description Index (JDI).

According to Smith (1969) the Minnesota Satisfaction Questionnaire is a type of a questionnaire and can be implemented both individually and in a group, but it does not take gender differences into consideration. This questionnaire has one short form and two long forms that date from 1967 and 1977. Responding to this questionnaire usually takes between 15-20 minutes. The author observes that the 1967 version of the MSQ uses the following response categories: i) Not satisfied, ii) Somewhat satisfied, iii) Satisfied, iv) Very satisfied, and v) Extremely satisfied. The 1977 version of the MSQ uses the following response categories: i) Very satisfied, ii) Satisfied, iii) and neither satisfied nor dissatisfied, iv) Dissatisfied, and v) Very dissatisfied (Aziri, 2011). These levels of responses are akin to the Lickert scale commonly used in opinion surveys.

The MSQ as suggested by the author can be used to measure employees' satisfaction at work place but it got some limitations. It does not provide a chance for argument, the respondents are only required to put a tick if they satisfy or dissatisfy without providing any clarification. This way of measuring job satisfaction must be followed with interview in order to get the much information on particular aspects of satisfaction.

According to Aziri (2011), the JDI is one of the most widely used techniques for measuring job satisfaction. It is simple and easily applicable method. This questionnaire allows acquisition of information on all major aspects of work and takes gender differences into consideration. This questionnaire was first introduced in 1969 and it measures five major job satisfaction aspects with a total of over 70 potential job descriptions. According to the author, the factors considered by the JDI are: the nature of work, compensation and benefits, attitudes toward supervisors, relations with co-workers, and opportunities for promotion. Each of these is explained below.

a) The nature of work: this looks at the work itself. For example, permanent or temporary work, high status or low status, and simple or hard work. All these can be

used to determine employees' satisfaction. For instance, employees with permanent work are likely to be more satisfied than employees working under temporary terms. Also high status, unlike low status job may be more satisfying.

b) Compensation and benefits: this is about the way employees are rewarded for their work or contribute to the organization. An organization with a compensation package, regarded as generous by employees is likely to lead to their job satisfaction. Likewise, if they find the compensation policy transparent and fair. The problem is people are not satisfied the same way. A satisfactory pay to an employee may not be taken the same way by another employee.

c) Attitudes toward supervisors: this looks at the relationship between employer and employees. How do employees feel, think, and say about their employer? Do employees have a positive or negative attitude towards their supervisor? When employees have a positive attitude to their employer, they may increase their performance in their job, but when employees have negative attitude they may lead to poor performance, low productivity and even quit the job. The supervisor-employee relationship has consistently been rated as the most important contributor to job satisfaction.

d) Relations with co-workers: research has shown that workers who belong to a social group and have friendships at the job place tend to be more satisfied (Worrel, 2004). Indeed the people who lack social support in the workplace are generally less satisfied and unhappy (Dubinsky, 2004).

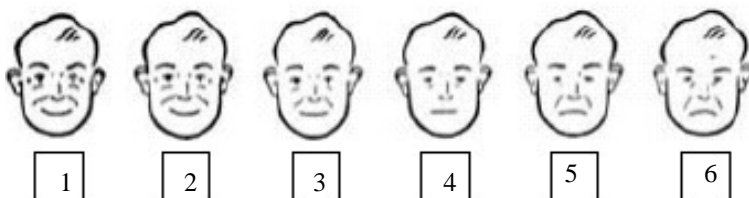
e) Opportunities for promotion: this entails raising the status of an employee at the work place. This can result from improving employees' education, training and coaching which increase employees' skills. Also, it includes changing employee's position from low rank to high rank (Tatsapaugh, 1994). Indeed, the lack of advancement on the job is a frequent factor influencing resignation and even deep job dissatisfaction and leading negative responses such as tardiness, absenteeism and reluctance to work actively. For stance a recent complaint by Dr, Mahangu (2015), an Ex Member of Parliament for

Ukonga made public via mass media in Tanzania. He commented that, he was deputy minister in government for ten (10) years and even got promoted. To him this was highly frustrating in his career.

From the above job satisfaction measuring instruments one can note that, the satisfaction of employees for the job is not simultaneously for all employees. The determinants of satisfaction differ from one person and another. The supervisor of organization should be able to understand which factors are best for the satisfaction of particular employees. The manager must be well understood the behavior and attitude of the employees so as to make them satisfying and ultimately it may increase organization production. But sometimes it is not easy to make all employees satisfying by measuring each person alone. Usually managers make generalizations for their employees in all determinants of job satisfaction.

One of the oldest approaches to measuring job satisfaction is the degree of facial expressions presented by Aziri, (2011) according to him this is the simplest form of job satisfaction measurement. In fact, according to this approach, several facial expressions are presented to the employee and he should put a tick under facial expression that describes his feeling and opinion of his satisfaction or dissatisfaction for the job as shown in Figure 2.1

**Figure 2.1: Facial expressions used to measure job satisfaction**



Source: Aziri, (2011, p 84).

The employee should put a tick under the face that expresses how he/she feels about the job in general, including the work, the pay, the supervision, the opportunities for

promotion and the people you work with. The faces above described as number one, means very satisfied, two satisfied, three somewhat satisfied, four neither satisfied nor dissatisfied, five somewhat dissatisfied, and six not all satisfied. Although the approach has been recommended to measure employees' satisfaction, it has some limitations: facial expression cannot always present employees satisfaction. This is because people differ in terms of what they are being looked at their faces; some people may seem satisfied by looking at their face but in the real sense they may be dissatisfied. It is also difficult to pin a particular facial display to a level of satisfaction, alone these assessing are not likely making choices in a similar way. Thus, facial expression is an inadequate measure of employees' satisfaction.

### **2.2.5 Factors leading to employee job dissatisfaction**

Literature for instance Levinson (1997) and Worrel (2004) has identified a number of factors responsible for job dissatisfaction among the employees:

- i) Poor working conditions: If is not prepared well and made attractive may lead to employees' dissatisfaction; for example, lack of ventilation, insufficient lighting in the working place, and poor infrastructure such as unsafe and insufficient office space lack of equipment such as computers and other office tools. As Mullins, (2007) reports, poor working conditions compromise employee's job satisfaction and can depress employees' morale.
- ii) Quarrel with employers: sometimes in the organization, the relationship between an employer and employees may not be good because employee's concerns are not addressed by the employer, absence of recognition of employees' job performance and lack of effective communication. This leads to the rise of grievances toward the management. As a result, employees' job satisfaction becomes compromised because the employees fail to be committed to their responsibilities at work place (Levinson, 1997).
- iii) Discriminatory practices: these may also lead to low job satisfaction among employees, which can then lead to poor job performance (George, 2000). Discrimination

in a working place occurs when the management favours one party of the employees and isolates the other party. This can be in terms of training opportunity, promotion of the employees; and rewarding the same people repetitively. This is detrimental to the well being of the company because when an employee feels neglected, he or she will tend to perform at a lower level (Branham, 2005).

iv) Limited career growth and advancement: lack of career growth and advancement is another reason why workers are dissatisfied with their jobs. Employees who feel stuck in their job positions are less motivated. Worrel, (2004) notes, lack of advancement on the job is a frequent factor influencing resignation. Workers feel valued when employers include them in their long-term plans and show their appreciation through promotions. Employees who move up in an organizational ladder and receive just compensation commensurable to their title and responsibilities usually act upon themselves to the company for a long term (Johnson, 2008).

v) Underpayment: One of the primary reasons for job dissatisfaction results from organization underpaying the workers (Johnson, 2008). This means that employees must draw out their saving further to buy higher-priced goods and services. Not only must employees deal with stagnant wages, but they must also deal with high costs for health insurance among other expenses. The stress of paying bills with limited income causes many workers feel dissatisfied with their jobs. The next part reviews some established theories of job satisfaction.

### **2.2.6 Theories of job satisfaction**

A theory is a set of interrelated constructs/ variables that present a systematic view of a phenomenon by specifying relationships among the variables, with the purpose of explaining the phenomenon (Creswell, 2003). Different scholars and theorists have developed theories in the study of job satisfaction. The following theories are reviewed in this section: Hygiene theory (two factor theory), Abraham Maslow's hierarchy of needs theory, and Expectancy theory.

**Table 2.2: Summary of job satisfaction theories and their major theme**

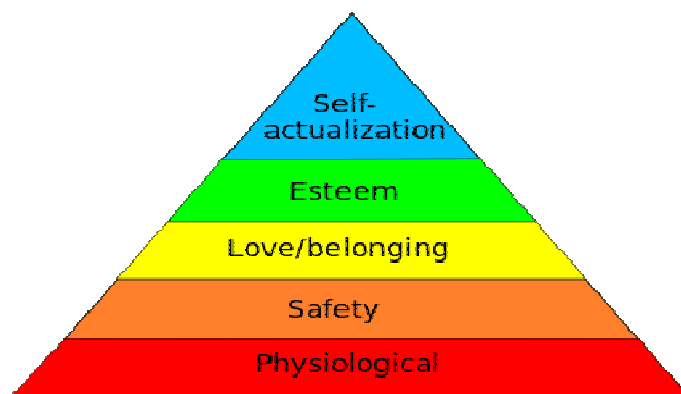
<b>Theory</b>	<b>Theorist</b>	<b>Major theme</b>
Hierarchy of needs	Maslow (1954)	Satiate needs to change behaviour
Expectance	Vroom (1964)	Link between behaviours, performance and rewards
Two-factors	Herzberg (1957)	Hygiene factor lead to dissatisfaction Motivators result in satisfaction

Source: Resheske, (2001, p 17)

**i) Abraham Maslow's hierarchy of needs theory**

The most famous classification of needs theory is the one formulated by Maslow (1954). He suggested that there are five major need categories which apply to people in general, starting from the fundamental physiological needs: the need for oxygen, food, water and shelter. Safety need: the need for protection against danger and the deprivation of physiological needs. Social need: the need for love, affection and acceptance as belonging to a group. Esteem need: the need to have the respect and recognition by others and last, self-actualization the need to develop potentialities and skills, to become what one believes one is capable of becoming (personal autonomy and self direction).

**Figure 2.2: Maslow's hierarchy of needs**



Source: Maslow (1943, p 375). Note: Maslow's hierarchy of needs, represented as a pyramid with the more basic needs at the bottom

Starting with, psychological need: Satisfaction through financial reward that will enable employees to have good shelter, enough food and availability of getting some water. If the organization puts consideration the good payment of their employee, the employees may become satisfied in their work. It is an important source of satisfaction because it provides a potential source of self-esteem as well as the generic opportunity for anything money can buy (Brockner, 1988). Secondly, safety need: the employees at work place need protection against danger; this can be achieved through a good working environment Arnold and Feldman (1996), promoted factors such as temperature, lighting, ventilation, hygiene, noise, working hours, and resources as part of working conditions. The absence of such working conditions, amongst other things, can impact poorly on the worker's mental and physical well-being (Baron and Greenberg, 2003). Thirdly, social need: the employees need love and acceptance of workplace, these aspects obtained in good relationships with co-workers. According Friedlander and Margulies (1969), friendly staff relationships contribute to the level of job satisfaction. Fourthly, esteem needs: develop programs to promote all titles in the organization and build programs for career development of each title. The organization should give the opportunity to every employee for using their abilities, skills and creativeness (Sageer, Rafat & Agarwal, 2012). The last, self actualization: to become what one believes one is capable of becoming. From this need the employees need advancement and achievement in work to make them satisfy with their job (Ornstein, 2004).

Kaarna (2007) argued that this theory enjoys wide acceptance because of its behaviour research, even though these have been little empirical evidence to support this mode. It has been criticized from several theoretical viewpoints. Some critics appoint that need of the individual is dynamic rather than static and more than one level of need may be operating at any given time. As need reflects psychological and physiological deficiencies, these must be continually and repeatedly satisfied. It is not realistic to expect these to be constantly satisfied in some hierarchical order.

## **ii). Expectancy theory**

The concept of expectancy theory was formulated by Vroom (1964). It originally contained in the valence, instrumentality, expectancy (VIE). Expectance refers to the person's assumption that efforts will lead to achievement or accomplishment. Instrumentality refers to a person's assumptions that good work will bring about reward. Valence refers to the perceived value of the reward to the recipient (Chelladurai, 1999).

Expectancy theory has several implications for management. It suggests that managers should make an effort to help employees see the relationship between the various job activities they are expected to perform and the desired outcomes. As Sageer, Rafat, Agarwal (2012) noted that if one receives a more outcome than expected, then he will be highly satisfied and vice-versa. For example the expectation to good salary, opportunities for promotion, and opportunities for career development. To help employees avoid the frustration that results when the intended outcomes fail to materialize managers should work with employees to establish realistic expectations. . They need to find out the desired outcome an employee is seeking and to work with that employee to establish the necessary efforts to affect that outcome, given the employee's ability. Locke and Latham (1990) suggested that the success of a person's expectation is analysed as a factor that creates job satisfaction. In particular, managers can help employees develop a realistic assessment of their own abilities and can point to ways of factoring that assessment into the effort needed to effect a desired outcome. To encourage employees to make such an effort, management must present employees with reasonable chances for getting attractive rewards from the organization.

## **iii). Hygiene Theory (two-factor theory)**

This theory was developed by Frederick Herzberg and his colleagues (Armstrong, 2009). Herzberg (1959; 1966) developed the two-factor theory of job satisfaction: motivation and hygiene. According to Herzberg hygiene factors include company policies, supervision, working conditions, administration, job security, pay, and interpersonal relations (with superior, co-workers, and extra). The other set of factors known as

motivation like achievement, advancement, recognition, the work itself and responsibility leads to satisfaction. These issues are directly related to the employee's environment. On the contrary, motivators create satisfaction by fulfilling individual's needs for meaning and personal growth (Syptak, 1999).

In order to promote satisfaction within one' job, Hygiene issues need to be addressed. First, clear company administrative policies should be developed: Organizational psychologists can decrease employee dissatisfaction by making sure the company's policies are fair and apply equally to all Syptak (1999). Second, supervision: job satisfaction improves when supervisors are perceived to be fair, helpful, competent and effective (Alexander, 2000). Thus, the provision of emotional and technical support by supervisors may increase job satisfaction (Huczynski & Buchan, 1991; Smith, 1992; Spector, 1997). Third, salary: according to Herzberg's (1966) if the pay is acceptable for an employee, a level of job satisfaction may be increased to an extent that the employee's level of job satisfaction is dependent on pay. Johns (1992) also suggests that satisfaction and pay have a positive interrelationship. Fourth, interpersonal relationship: Resheske, (2001), noted that working in an environment of cooperation and mutual respect is important to the employees' job satisfaction. Herzberg's (1966) suggests that if co-workers create a supporting environment and allow individuals to set free their full potential, the job might be satisfying. Five, working conditions: a thing such as a nice desk or clean work area may contribute employees' satisfaction. Syptak (1999) notes that, organizations should do best to ensure that the organizations equipment and facilities are modernizing. Finally, job Security: it is an employee's assurance or confidence that they will keep their current job. Employees with a high level of job security have a low probability of losing their job in the near future.

A side of satisfiers or motivational factors to the job satisfaction, the management in the organization should be aware of the following factors: First is the work itself/ nature of the job: Organizations have to ensure that their employees believe that the work they do is important and their tasks are meaningful (Syptak, 1999). Second is achievement: most

people want to do a good job that can bring them to reach into the achievement. To help them, the organizations should make sure that they are placed at the positions that can use their talent and knowledge and are not set up for failure. Third is recognition: employees need to feel appreciated, as workers and as people (Branham, 2005). Recognition of an employee's hard work is essential to his or her satisfaction in the workplace (Kaye & Jordan-Evans, 1999). Fourth is a responsibility: this is the way of giving employees enough freedom and power to carry out their duties, this makes them feel they are the part of the organization. The employer should find the way to meaningful work and giving employee greater freedom and authority. The fifth is advancement: Herzberg (1968) found that employee job satisfaction is influenced when they have an opportunity for advancement of individual competencies through various training programs, career development and promotion. After reviewing a number of theories on job satisfaction. The hygiene theory (two factor theory) will be adopted for this study. The next part reviews the empirical literature of job satisfaction.

**Table: 2.3. Two factor theory of job satisfaction factors**

<b>Non job related factors</b>	<b>Job related factors</b>
Clear company policies	The nature of the job/work itself
Supervision	Achievement
Salary	Recognition
Interpersonal relation	Responsibility
Working condition	Advancement
Job security	

Source: Herzberg, (1976)

### **2.3. Empirical literature review**

This section reviews some selected research related to job satisfaction. This review is important as Kothari (2004) notes that the empirical literature consists of studies made earlier which are similar to the current one. A researcher gets the knowledge and experiences that were established by other researchers. Also, knowing of methodology,

focus, questions and objective of the previous studies. The knowledge can help to shape the design of the current study. The review covers several studies: national, regional and international.

**(i) National studies**

Mwesiga (2010) did a study on job satisfaction among administrative staff in higher learning institutions of Tanzania: A case study of the Institute of Social Work, Dar es Salaam. Her study findings reveal that supervision and treatment of the employees have a big influence on an employee's job satisfaction because they determine the relationship between supervisors with employees. The study also found that a good working environment improves productivity and efficiency of the employees as they are able to work efficiently and comfortably and hence likely satisfied with the work. Also, the study concluded that job satisfaction can be influenced by work stability, absence of which may result in many labour turnovers, and many employees thinking of moving out of the organization to look for more secure job opportunities.

Ngota's (2010), study on work motivation and job satisfaction among employees: A Case of Muhimbili National Hospital (MNH) revealed that job satisfaction is important to an organization because it makes employees more productive, creative and committed and likely to stay rather than leave the organization. The study found that good working environment, good interpersonal relationship, promotion opportunities, satisfactory salaries and training opportunity as factors in job satisfaction. The findings also showed that, poor working environment, poor administration system, lack of job security and tribalism, low salary, lack of employees' recognition, employees' attraction, employees promotion, and lack of equipment are the factors responsible for job dissatisfaction at work place among the MNH employees.

Mwangakala (2009) studied the influence of employee satisfaction with the quality of customer service delivery at the Azania Bank Limited. The findings of the study show that among the factors that affect job satisfaction are physical condition of the office such as ventilation, lighting and also furniture and other equipments. The study findings

also show that employees are likely to be dissatisfied with their job due to low pay, lack of transparency in their pay and compensation policy and unequal treatment of the employees, and also when employees are assigned jobs that are beyond their skills or qualification.

**(ii) Regional studies**

Tumwet (2011), in her study on effects of employee incentive on performance in Private Universities in Kenya: A Case Study of Kabarak University found that both financial and nonfinancial reward were used and perceived to be of equal importance in influencing employees job satisfaction. The study also found that the use of social recognition such as compliments for accomplishing assigned tasks contributed to enhanced performance and recommended that employees' incentive scheme should comprise both financial and non-financial rewards. The study observed that the incentive system would be more effective if the implementation is done consistently and equitably.

**(iii) International studies**

Parvin (2011), conducted research on factors affecting employees' job satisfaction in the pharmaceutical sector in Dhaka. The study also investigated various factors such as: type work, work experience, age and sex and their possible effect on job satisfaction. The study focused show that salary, efficiency in work, fringe benefits, style of supervision, and co-workers relation were the most important factors contributing to job satisfaction.

**2.4. Conceptual framework**

A conceptual framework is a visual or written product, one that explains either graphically or in narrative form, the main things to be studied including, the key factors, concepts, or variable and the presumed relationships among them (Miles & Huberman, 1994). The purpose of this study was to understand the factors for employees' job satisfaction at the Immigration Department Zanzibar. Based on Herzberg two factor theory, the Luthan's and Leon's dimensions, the conceptual framework involves two independent variables: i) job related factors and ii) non job related factors:

### **Job related factors**

Job related factors consisted aspects such as management relationship with employees and employee's opportunities for advancement.

#### **i) Management relationship with employees**

It also refers to the ability of the supervisor to provide emotional and technical support as well as guidance on work related tasks (Robbins, 2003). The manager works out and agrees clear targets with individual employee. This can be examined by using the following indicators: (i) communication between employees and senior management, (ii) participation in decisions making, and (iii) management recognition of employee job performance.

#### **ii) Employees opportunities for advancement**

Refers to the availability of opportunities for employees' advancement (George, 2000). The possibility that the employees can move from the low stage to high stage in the organization. Indicators that can be used to examine this variable are: (i) opportunities for career advancement, (ii) job specific training and (iii) promotion opportunity.

### **Non job related factors**

It consists factors such as financial rewards, work environment and relationship between co-workers

#### **i) Financial rewards**

These are monetary incentives that an employee earns as a result of good performance. Employees should be satisfied with their pay and other benefits. Also, satisfied with the level of pay compared with colleagues who perform similar job. Indicators that can be used to examine this variable are: (i) compensation for overtime, (ii) better salary and (iii) fringe benefits.

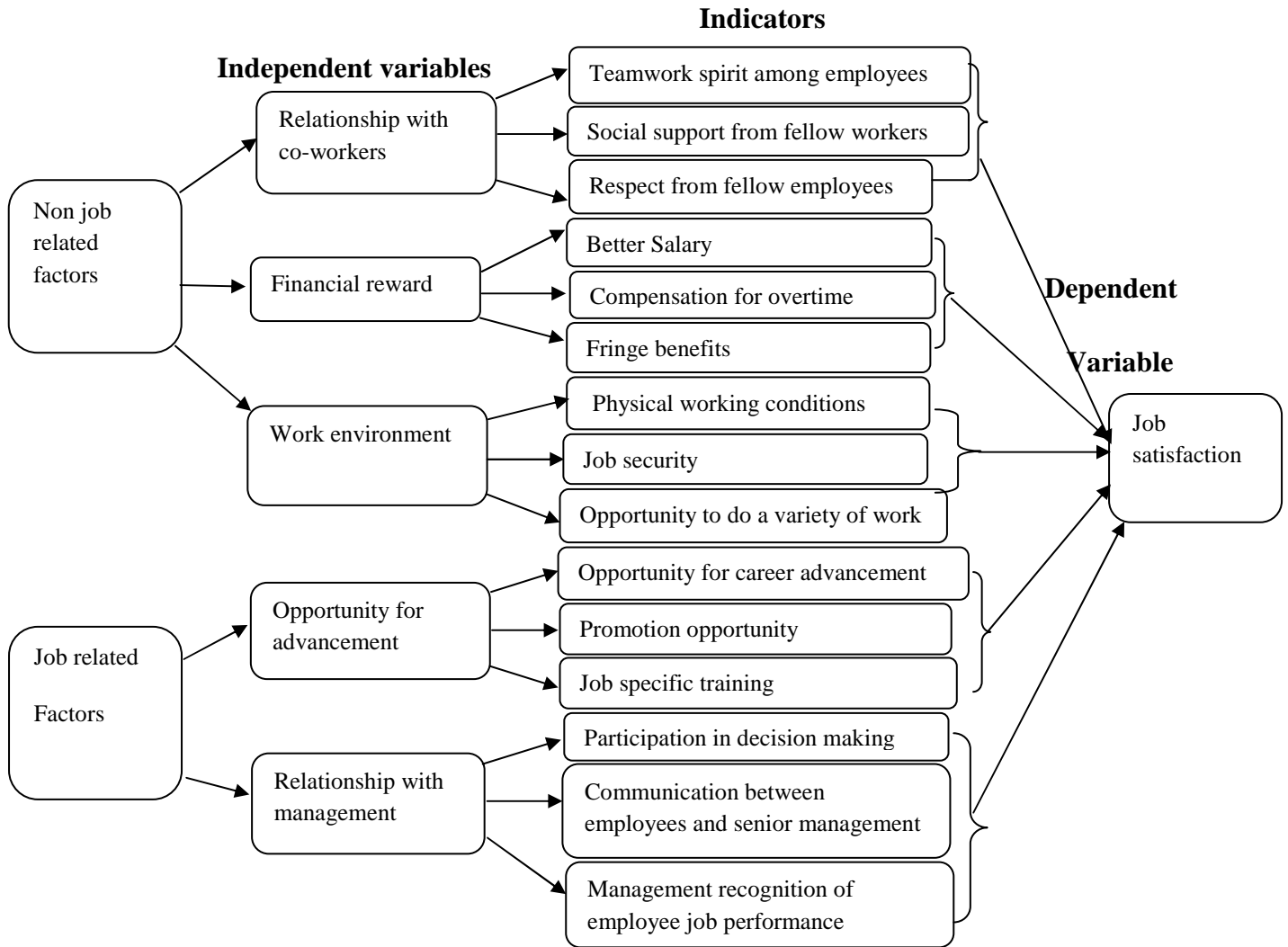
### **iii) Work environment**

Work environment consists of all factors which act and react on the body and the mind of employees (Gupta 2008). The work environment in this study will be examined through the following indicators: Indicators that can be used to examine this variable are: (i) job security, (ii) physical working conditions, and (iii) opportunity to do a variety of tasks.

### **iii). Relationship with co-workers**

Co-workers as a dimension of job satisfaction relates to the extent that employees are friendly, competent and supportive (Hakim, 1994; Johns, 1992). Herzberg's (1966) theory suggests that if co-workers create a supporting environment and allow individuals to unleash their full potential, the job might be satisfying. Indicators that can be used to examine this variable are: i) enjoying respect from fellow workers, (ii) Social support from fellow workers, and (iii) Teamwork spirit among employees.

**Figure 2.3: Conceptual framework for a study on factors for employees' job satisfaction**



Source: Investigator (2015) based on Herzberg (1957) two factor theory, the Luthan's (1998) and Leon's (2010) dimensions

### 2.4.1 Operationalization of the conceptual framework

**Table 2.4: Variables, indicators and their measurements are shown in the table**

Objective	Variable	Indicators	Approach for measurement/analysis
To understand the factors for the employee's job satisfaction in the public sector	1. Financial rewards	i. Better salary ii. Employees fringe benefits iii. Employees' compensations for overtime	A checklist from:  i. Most satisfying, ii. Somewhat satisfying, iii. Neither satisfying nor dissatisfying, iv. Somewhat dissatisfying, v. Not at all satisfying
	2. Relationship with management	i. Effective communication between employees and senior management ii. Management Recognition of employee job performance iii. Employees participation in decision making	
	3. Work environment	i. Good physical working conditions ii. Employees Job security iii. Opportunity to do a Variety of tasks	
	4. Opportunities for advancement	i. Career advancement opportunity ii. Job specific training iii. Employees opportunity for promotion	
	5. Relationship with co-workers	i. Employees respect from fellow employees ii. Employees Social support from fellow workers iii. Team work among employees in doing organization responsibilities	

Source: Author (2015).

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1. Introduction**

This chapter discusses the methodology that was used to carry out this study. It includes research design, study area, study population, the study sample and sampling procedures, data collection methods, data collection instrument and approaches to data analysis, validity and reliability of the study and ethical considerations.

#### **3.2. Research design**

According to Kothari (1997), a research design is a plan of action for collecting data, organizing and analyzing it with the objective of combining the relevance with the economic procedure. A case study design was used in this study. A case study is a method of exploring and analyzing the life of social units, be that unit, a person, a family, an institution, a cultural group, or even a community (Bharadwaj, 1989).

The case study enabled the collection of in depth information on factors employees in the case study organization considered important for them job satisfaction. Furthermore, case study design enabled the investigation of factors for employees' job satisfaction in real job context (Yin, 2003). Budget constraint made the case study approach more appropriate for the study where a single case study involves Zanzibar Immigration department was used to carry out the study. Indeed, literature for instance Silverman (2006) indicates the single case study is a complete study capable of generating information that can be used to test theories or confirm or challenge existing beliefs. So the case study design was used to test the validity of factors for employees job satisfaction established by mainstream literature, represented by Herzberg two factor theory, the Luthan (1998) and Leon (2010). Case study design was selected because it facilitated an intensive analysis of employees' views and opinions that is employees' perceptions on factors they found most satisfying in their jobs and at their workplace.

### **3.3. Area of study**

The study was conducted at the Immigration Department head office in Zanzibar. This organization was selected for this study because: the area was reachable and the researcher was able to get relevant data due to the presence of key people that were willing to support the study. This enabled the researcher to access required data. The presence of a mix of people in term of job specialization that demonstrated a willingness to participate in this study greatly influenced the choice of the above stated department of study. Literature for instance, Mason (2002) advises researchers to avoid study areas with no or limited prospect to obtain required data for study.

### **3.4. Population of the study**

The population of this study consisted of employees of Immigration Department Zanzibar at the head office. The Immigration head office Zanzibar comprised 150 staff, 14 were managerial staff, including heads and supervisors of sections and 136 were non managerial staff, including, supporting and professional staff (Department of Immigration Zanzibar annual report, 2014).

### **3.5. Study sample**

A sample is a small portion of the study population (Awuondo, 1994). According to Cohen, Manion and Morrison (2007), researchers can collect data from a smaller number of participants who are part of the large population or group and that smaller number is what is referred to as a sample. Two types of samples were used: interview and questionnaire sample. The interview sample involved 14 respondents that included senior officials of Immigration department Zanzibar. A sample of 14 interview respondents was obtained by means of sample saturation principle whereby no more interviews were carried out beyond 14 respondents because additional interviews did not produce new data in relation to the objectives and question of the study (Mason, 2002). The selection of interview sample is consistent with the suggestion in the literature (Mason, 2002; Silverman, 2006) that interview works with small samples because its purpose is to obtain in-depth information on a subject under investigation. Such

information is unlikely to be obtained where a huge sample of respondents is involved (Kothari, 2004).

The second category of sample was questionnaire sample. This included 71 respondents selected from members of the general staff of Immigration department Zanzibar. The selection of 71 questionnaire respondents was based on the rough guide principle that proposes a sample of at least thirty (30) respondents is adequate to carry out statistical analyses (Prince, 2005). This sample was also consistent with the opinion survey requirement of using a larger sample of respondents to facilitate generalization of findings (Kothari, 2004). A specific formula was not used to select the questionnaire sample since doing so, would produce a very large sample that would not be manageable because of the limited resources available to the investigator.

### **3.6. Sampling procedures**

Sampling is the process of choosing actual data from a large set of possibilities (Given, 2008). For the purpose of this study, two procedures were used to select the study samples: namely purposive sampling and random sampling. These sampling procedures are explained below:

#### **3.6.1 Purposeful sampling**

It is non probability sampling procedure where selection of individual in the sample does not give all the individuals in a population an equal chance of being selected in to sample (Kothari, 2004). Purposeful sampling involves a conscious and deliberate selection of people on the basis of a particular set of attributes (Stringer, 2007). Purposeful sampling was applied in the study for the purpose of selecting an interview sample that included 14 managerial staff: heads of the sections and supervisors of the sections. This sample procedure enabled the investigator to have control over the sample by including only the respondents that meet the criteria set by the investigator that is the ability to provide information on job satisfaction and dissatisfaction factors in the case study organization.

### **3.6.2 Simple random sampling**

It is a probability sampling procedure where every item of the universe has an equal chance of inclusion in the sample (Kothari, 2004). Several steps were carried out to select study sample using this sampling approach. It first involved obtaining sampling frame that is the list of all employees in each section and thereafter the slip of paper were numbered each representing a name of an employee in the respective section/department. To reduce the sample selection bias the numbered slips were systematically shuffled in a box and then one of piece of paper was randomly picked at a time. The process was repeated until a required sample of seventy one (71) respondents was obtained.

### **3.7. Methods of data collection**

This section describes methods used to collect data. The study employed multiple sources of data collection. These are described below:

#### **3.7.1 Primary sources**

The source of primary data for this study included a questionnaire and interview. These methods are clarified below:

##### **(i) Questionnaire**

A questionnaire is a set of prepared questions to obtain responses from respondents (White, 2002). Questionnaires attached as Appendix (ii) were used to collect employees' perceptions on factors they found most satisfying and dissatisfying in their job at Immigration general staff in Zanzibar. Questionnaire enabled the investigator to gather perceptions on factors for employee's job satisfaction from a large number of respondents in a short period of time. This made the study fast and cheaper (Shuttleworth, 2008). Questionnaire is not perfect as it has a risk of low response rate when respondents find it too long to fill and if it is poorly designed, to overcome this potential limitation the questionnaire was sufficiently edited and simplified to make it read friendly. It was also pre tested before being used in the actual data collection phase.

## **(ii) Interview**

Hader and Lindman (1987) defined interview as a process consisting of dialogue or verbal responses between two persons or between several persons. The interview was used to collect data defected from 14 members of managerial staff of Immigration department Zanzibar on factors for employees' job satisfaction. A guide of interview used during the interview was attached as appendix iii. Interview enabled the investigator to capture in-depth account on a subject of interest (Yin, 1994). Unlike questionnaire, interview enabled the investigator to reach small number of the selected respondents and collect in depth information on the respondents' experiences and opinions on factors for employee's job satisfaction in the case study organization (Kothari, 2004). The interview appointments were fixed with the respective respondents and follow-ups made to ensure all planned interviews were carried out.

### **3.7.2. Secondary sources**

The secondary sources are the pre existing data that have been collected and recorded by someone other than the researcher (Given, 2008). The study reviewed different documents such as Immigration department journals and Immigration department monthly and annual reports. Secondary sources of data enabled the researcher to collect additional information on factors for employee's job satisfaction. Secondary sources of data may be inaccurate, outdated, false and misleading (Porter, 1999). To avoid these limitations documentary review was done selectively and critically in the sense that data obtained had to be counterchecked with data from other sources such as questionnaire and interview.

### **3.8. Data analysis**

The data collected were analyzed by using both qualitative and quantitative methods. The qualitative data were then critically analyzed whereby themes emerging from interviews and documentary transcripts (Kothari, 2004). The emergent themes were documented and their meanings assigned to a view to answer research questions. Direct quotes were also presented to preserve the originality of data and also capture

respondent's perceptions on the factors they consider most satisfying in their job. Also, the check list was used to determine factors employees found most satisfying and dissatisfying. The Quantitative data collected from the questionnaire were analyzed by means of descriptive statistic derived by using SPSS and respective results were presented and summarized in relevant tables and percentages

### **3.9 Validity of the study**

The term validity refers as the degree to which a research study measures what it intends to measure (Forzano & Gravetter, 2009). To certify the validity of the study, the following measures were taken into consideration:

First, complementary sources of evidence were used to obtain desired outcomes, including interview, questionnaire and documentation. This approach enabled the investigator to make analysis of data by making comparison the weight of the findings from multiple sources (Creswell 2005). Second, an effort was made to ensure that opinions and rival arguments that are opinions that did not confirm to overall findings are addressed in the analysis and conclusion of the study (Yin, 2003). Third, relevant literature was used to guide the design of the study, including the selection of conceptual framework, research objectives and questions (Muijs, 2004). Fourth, the survey instrument used in this study was pre-tested through presenting it to experts and peers for discussion and comments. This helped to eliminate ambiguities in its content (Ngimbudzi, 2009).

### **3.10 Reliability of the study**

Reliability refers to the degree to which an assessment tool produces stable, consistent results (Phelan & Wren, 2006). To enhance the reliability of the study, the following measures were taken into consideration:

First, attention was paid to ensure research problem, objectives and research questions were clearly defined. This enabled the investigator to obtain relevant data for the study. Second, an attempt was made to ensure the recommended protocols for data collection

and analysis are observed. Also, recommended procedures for selecting study samples were applied (Silverman, 2006). Third, the survey instrument was presented to the supervisor for discussions and comments during thereafter adjustments and corrections were made to the instrument before it was administered to the target population sample. This helped to improve the quality of the items in the instrument (Muijs, 2004).

### **3.11 Ethical considerations**

Ethics is the science of morality (Gupta, 1996). The following are summaries of some ethical considerations of this study:

First, authorization for entrance to field research was sought through writing application letters to the organization (Immigration department Zanzibar). Second, the purpose of the study was explained to the host organization and the respondents (Silver, 2006). Third, participation in the study was voluntary and the people who were responsible for distributing the questionnaire in each unit within the Immigration department did not use any form of coercion to the respondent and the respondents were made aware that they could withdraw from the study at any time of their choice (Kaarna, 2007). Fourth, the investigator ensured the protection of the respondents from harm because of their disclosure of information (Borg and Gall, 1989).

## CHAPTER FOUR

### RESULTS AND DISCUSSION OF FINDINGS

#### 4.1 Introduction

This chapter presents the data collected and discusses the findings in relation to the study objectives and questions set out in the introductory chapter. The chapter is organized into two parts: the first part presents the findings on demographic characteristics of the respondents of the study. The second part presents the results of the study with respect to the research objectives which were to identify factors for employees' job satisfaction and dissatisfaction, and attempts to answer the associated research questions.

#### 4.2 Demographic characteristics of the respondents

The characteristics of respondents examined were age, sex, educational level and working experience of the respondents. These characteristics are important since they tend to affect the nature of responses provided by the respondents.

##### 4.2.1 Age of respondents

The age of respondents was categorized into three age groups: 18-25, 26-45 and above 46 years. Two respondents (2.4%) were in the category range between 18-25 years old, seventy three respondents (85.8%) were aged between 26-45 years old while ten respondents (11.8%) were aged above 46 years old. Data in Table 4.1 show the distribution of respondents by age group.

**Table 4.1 Distribution of respondents by age group**

Age	Frequency	Percent
18-25	2	2.4
26-45	73	85.8
46- above	10	11.8
<b>Total</b>	<b>85</b>	<b>100.0</b>

Source: Questionnaire and interview data (2015).

The findings show that the majority of the respondents were middle aged between 26-45 years old, and therefore adults capable of expressing their feelings and even experiences with regard to their jobs at the Immigration department Zanzibar.

#### 4.2.2 Sex of the respondents

The findings show that sixty two respondents (72%) were male, while twenty three were female (27.1%). Data in Table 4.2 show the distribution of respondents by sex.

**Table 4.2 Sex of the respondents**

Sex	Frequency	Percent
Male	62	72.9
Female	23	27.1
<b>Total</b>	<b>85</b>	<b>100.0</b>

Source: Questionnaire and interview data (2015).

As indicated in Table 4.2 the male respondents were the majority. These findings suggest that the findings of this study might have been influenced by male than female respondents. This finding is not surprising because the majority of employees in many organizations in the south tend to be male (World Bank, 2004).

#### 4.2.3 Education levels of respondents

Education level of respondents was categorized into three: primary education, secondary education and higher learning education as shown in Table 4.3.

**Table 4.3 Level of education of the respondents**

Levels of education	Frequency	Percent
Primary education	00	00.0
Secondary education	27	31.8
Higher learning education	58	68.2
<b>Total</b>	<b>85</b>	<b>100.0</b>

Source: Questionnaire and interview data (2015).

The study findings show that twenty seven respondents (31.8%) had attained secondary education; fifty eight respondents (68.2%) attained higher learning education and no responses were provided for primary education. The findings suggest that the respondents were well educated and knowledgeable enough to critically evaluate their job situation and were able to identify most satisfying and dissatisfying factors in their jobs.

#### **4.2.4 Respondents' work experience**

The findings show that one respondent (1.2%) had been in employment for one-two years, thirteen respondents (15.3%) had been in employment between two-five years while seventy one respondents (83.5%) had been in employment in five years and above. Respondents' work Experience is indicated in Table 4.4.

**Table: 4.4 Respondents' work experience**

<b>Working experience</b>	<b>Frequency</b>	<b>Percent</b>
One year - two years	1	1.2
Two years-five years	13	15.3
Five years – above	71	83.5
<b>Total</b>	<b>85</b>	<b>100.0</b>

Source: Questionnaire and interview data (2015).

The findings in Table 4.4 suggest that the majority of respondents had been in employment for five years and above. This implies that the respondents had sufficient experience in their jobs and hence in a position to share their opinions regarding the factors determining their job satisfaction.

#### **4.3 Results, analysis and discussion of findings**

This section presents the data collected and discusses findings obtained in relation to the two objectives of the study presented in the introductory chapter. The analysis begins with the first research objective, followed by second research objective.

### **4.3.1 Factors for employees job satisfaction in the Immigration Department**

The first specific objective of the study was *to identify the factors employees find most satisfying in their job*. The associated research question was *what factors employees find most satisfying in their job and why?* The identification was done based on the conceptual framework and the associated indicators that included, job related and non job related factors set out in chapter two (see figure 2.3). Managerial and non managerial staff was asked to identify the most aspects they consider as most important for their job satisfaction. A five-point scale was used, where 1 represented most satisfying, 2 somewhat satisfying, 3 neither satisfying nor dissatisfying, 4 somewhat dissatisfying and 5 not all satisfying.

#### **(1) Job related factors**

It included variables such as management relationship with employees and employee's opportunity for advancement.

##### **(i) Management relationship with employees**

The management relationship with employees include: communication between employees and senior management, recognition of employees' job performance and participation in decision making. The respondents were asked to give their view on the factors they found most satisfying in their job. Responses are summarised in Table 4.5.

##### **a) Communication between employees and senior management**

The findings show that the majority of respondents identified communication between employees and senior management as the most satisfying factor in their job. Data provided in Table 4.5 show that 43.5% of the respondents mentioned communication between senior management and employees as most satisfying factor. The reason was that workers were encouraged to come up with new and better ways of doing things, boss promoted open communication with subordinates and management welcomed openly discussion with different opinions from non managerial staff. The respondent in the field from managing staff confirmed that:

*... "if the staff needs to either meet with management for all aspects private issues or work responsibilities the door is open it has not been closed, the staff can meet management from supervisor, head of the section even commissioner, they are free the management has arranged system that is different from other organizations"...*

The above findings are congruent with Gilbert & Tang (1998) commented that access to good communication between employees and management enhances employees' job satisfaction.

### **b) Recognitions of employees job performance**

Data from the field depicted that a large number of respondents identified management recognition of employee's job performance as somewhat satisfying factor in their job. The findings in Table 4.5 indicate that 30.6% of the respondents mentioned recognitions of employees' job performance as an important factor for employee's job satisfaction. This is due to the fact that, the employees were rewarded when they did better their duty. This was confirmed by the managerial staff who said that:

*... "in our organization the employees who do their duties accurately and timely we offer them an incentive as a reward for what they have done so as to motivate them and other employees to increase job performance"...*

SHRM (2009) survey report acknowledged that, employees' performance through praise, awards and incentives is believed to be a cost-effective way of increasing employee morale, productivity and competitiveness.

### **(ii) Opportunities for advancement**

This aspect includes: opportunity for career advancement, job specific training and opportunity for promotion. These aspects are important for employees job satisfaction as it summarized in Table 4.5.

### **a) Opportunity for career advancement**

Opportunity for career advancement was among the indicators introduced in the conceptual framework to understand employees' job satisfaction. Data in Table 4.5 show

that 37.6% of the respondents identified opportunities for career advancement as the most satisfying factor in their job. This was because the organization developed its members for their career such as lawyers, procurement and human resource. Responses from managerial staff in the interview, argued that, employees of Immigration get chance for developing their career, he described that:

*... "generally we prepare a meeting to arrange which career to put emphasis, nearly we develop our staff in all careers, we send them to be developed for example, we prepare training considering staff career such as accountant, lawyer, procurement and customer care"...*

It implies that when an organization develops skills and competencies of employees as their career it is important factor for employees' job satisfaction. The governing bodies should make sure that employees' careers are developed so as to satisfy the employees in their job.

#### **b) Job specific training**

The employees cited job-specific training as an important contributor to employee job satisfaction, Table 4.5 show that 32.9% of the respondents mentioned job specific training as somewhat satisfying factor in their job. The reason provided was that the employees were financed by the organization and some employees only getting permission for further study. The findings were supported with data collected through documentation whereby from 2010 to 2015 about 80 employees went for further studies sponsor by the Department. The managerial staff responses from interview said that:

*... "I declare that our organization is leading in providing education for its staff and we are better than all departments of the Revolutionary Government of Zanzibar, there are some staff financed by the department while others only getting the permission of studying. Education has been given priority"...*

The findings indicate that providing opportunity for job specific training is one among the factors for employees' job satisfaction. The immediate application of skills acquired through such training may boost employee confidence and productivity.

**Table: 4.5 Job related factors**

	Most satisfying		Somewhat satisfying		Neither satisfying nor dissatisfying		Somewhat dissatisfying		Not at all satisfying	
	n	%	n	%	n	%	n	%	n	%
Communication between employees and senior management	37	(43.5)	17	(20.0)	14	(16.5)	11	(12.9)	6	(7.1)
Recognition of employees job performance	22	(25.9)	26	(30.6)	11	(12.9)	14	(16.5)	12	(14.1)
Participation in decision making	7	(8.2)	17	(20.0)	16	(18.8)	25	(29.4)	20	(23.5)
Opportunity for career advancement	32	(37.6)	14	(16.5)	16	(18.8)	15	(17.6)	8	(9.4)
Job specific training	18	(21.2)	28	(32.9)	19	(22.4)	9	(10.6)	11	(12.9)
Opportunity for promotion	14	(16.5)	14	(16.5)	15	(17.5)	22	(25.9)	20	(23.6)

Source: Questionnaire and interview data (2015).

## (2) Non job related factors

It consists factors such as financial rewards, work environment and relationship between co-workers.

### (i) Financial rewards

These include salary, fringe benefits and compensation for overtime. The respondents were asked to describe aspects they found most satisfying in their job. Responses are summarised in Table 4.6

#### a) Salary

The findings show that the majority of the respondents identified salary as the most satisfying factor in their job. Data provided in the Table 4.6 show that 37.6% of the respondents mentioned salary as most satisfying factor. The reason behind was that, the salary paid by Immigration department is higher compared to that paid by other

institutions, especially those governed by The Revolutionary Government of Zanzibar. The response from one of the interviewees confirmed this finding, noted that:

*... "The Immigration department employees, if they compare their salaries scale with other public organizations they are satisfying but if they compare among them would not satisfy. Generally, salary is satisfying because the scales of salaries are much better than other organizations"...*

The above finding is congruent with those of Sageer & Rafat (2012) who argued that competitive salary packages is important aspect for satisfying employees hence when they comparing their pay packets with those of the outsiders who are working in the same industry.

#### **b) Fringe benefits**

The findings indicated that fringe benefits were among the factors for employee's job satisfaction in the Immigration Department in Zanzibar. Large number of respondents identified it as a factor for their satisfaction, data in Table 4.6 show that 38.8% of the respondents mentioned fringe benefits as somewhat satisfying factor in their job. The reasons mentioned for this satisfaction were the availability of special funds to cover human needs like water, breads for breakfast, milk and coffee, honoraria to energize from hard tasks, health refund. However, Managerial staff clarified that:

*..."about fringe benefits, the staff uses a health insurance identity that the department paid for them, also, it happened that there was a person who got accident, his treatments were financed by the department, he was sent to India for further treatments"...*

The findings were supported with data collected through documentation. Where by Financial Budget Report 2014/15 gives directives towards the provision of House Allowances for Immigration Officer, the pay is 15% of the scale of salary. The finding is consistent with Zobal (1998) who argued that fringe benefits is a very valuable tool for employees retention; it is also a motivator for an employee in commitment to the organization which in result enhances employees' satisfaction.

## **(ii) Work environment**

This variable includes: physical working conditions, job security and opportunity to do a variety of tasks.

### **a) Physical working conditions**

The interview and questionnaire data revealed that the majority of the respondents in the Immigration Department identified physical working conditions as the most satisfying factor in their job. Data in Table 4.6 depict that 52.9% of the respondents mentioned physical working condition as most satisfying factor. Respondents from interview explained that the working conditions of Immigration department staff are very good for example; he mentioned the existing of comfortable offices that include air condition for each office, working instruments like a computer, photocopier machines and cleaning of the office after a short time of period. The findings of the study imply that good physical working conditions are a crucial factor in employees' job satisfaction. This finding is consistent with Parvin (2011) suggested that a good work conditions can increase employee job satisfaction and the employees will try to give their best which can increase the employee work performance.

### **b) Job security**

Job security was the most important factors for employee's job satisfaction in the Immigration department. The findings show that the majority of respondents identified job security as their satisfying factor at their place of work. Data in Table 4.6 indicate that 43.5% of the respondents mentioned job security as most satisfying factors. This was because the employees were safe from being unfairly terminated. The respondent from interview said that Immigration employees had job security and job insurance, continued to say no employees can be terminated unless procedures have been followed, he provided example from 1978 to date, only one employee was terminated because of his misbehaviors. He noted that:

*... "here job security is good, since I started to work with this organization only one staff was terminated because of theft and fraud, but he was not*

*terminated until the commission was sent from Head Quarters at Dar es Salaam, he was required to express himself for defense when evidence completed he was terminated"...*

The findings reveal that job security is contributed factor for employees' job satisfaction. It implies that the employees need the security of their job in order to stay long time in their organization the fact that makes them satisfied with the job.

### **c) The opportunity to do a variety of tasks**

The findings depict that the majority of the respondents identified the opportunity to do a variety of tasks as somewhat satisfying factor in their job. Data from questionnaire and interviews indicated that 37.6% of the respondents mentioned the opportunity to do a variety of tasks as satisfying factor. This was because Immigration employees were always rotated (shifted) from one point (sections of work) to other points; the managerial staff described that they made rotation to make employees to understand variety of works about Immigration. The employees were happy with this rotation and become satisfied with their job. The respondent from the interview, argued that:

*..."the staff accepts rotated in the best manner because they understand our job based on rotation, today you can work here tomorrow you can be shifted. In our organization, rotation is a normal matter and staff is happy with it"...*

The findings imply that when employees' changes from one duty station to other duty stations make them satisfying this is because they get a chance of understanding different tasks that is the role of Immigration officers. Generally, one can conclude that giving employees different assignments is one among the most important factors for employees' job satisfaction. The finding is congruent with those of SHRM (2009) survey report argued that employees are more satisfied with their jobs and find their work more meaningful when they can use a variety of skills.

### **(iii) The relationship with co-workers**

The relationship with co-workers includes: respect from fellow employees, social support from fellow workers and team work spirit among employees.

#### **a) Respect from fellow workers**

Respect from fellow workers was found to be the most important aspect of job satisfaction of the employees. The questionnaire and interview data in table 4.6 portray that the respondents 52.9% mentioned respect from fellow workers as most satisfying factor. The reason for satisfaction was clarified by managerial staff who explained that, "*the employees of Immigration department have a tendency of respecting each other regardless their status and position*". It implies that respect from other employees is a contributing factor in employees' job satisfaction since the employees feel comfortable and prestigious to work in the organization.

#### **b) Social support from fellow workers**

The findings from an interview and questionnaire show that a large number of the respondents identified social support from fellow workers as the most satisfying factor in the Immigration Department in Zanzibar. Data provided in the Table 4.6 show that 48.2% of the respondents mentioned social support from fellow workers an important factor for employee's satisfaction. Interviewees from managing staff noted "*employees of the Immigration department helping one another if someone has got harms like funerals and other disasters*". This makes employees like to work at particular organization and satisfying them with their job. This is in line with Herzberg's (1966) theory which suggests that if co-workers create a supporting environment and allow individuals to unleash their full potential, the job might be satisfying.

#### **c) Team work spirit among employees**

Based on results in Table 4.6, show that 41.2% of the respondents identified team work spirit among employees as most satisfying factor in their job. This is due to the fact that, one of the interviewees of managerial staff said that, Immigration's works its nature must be done collectively, the employees doing the work together for example the issuance of passport cannot be done by one staff alone, it requires cooperation and teamwork in order to fulfill the providing of services. The responses depicted that, regardless of job responsibilities, organization often require employees to work together to accomplish a

common goal, so teamwork is generally important for success. It implies that teamwork is the most important factor for employees' job satisfaction of the Immigration Department in Zanzibar.

**Table: 4.6. Non job related factors**

	Most satisfying		Somewhat satisfying		Neither satisfying nor dissatisfying		Somewhat dissatisfying		Not at all satisfying	
	n	%	n	%	n	%	n	%	n	%
Salary	32	(37.6)	25	(29.4)	6	(7.1)	10	(11.8)	12	(14.1)
Fringe benefits	18	(21.2)	33	(38.8)	18	(21.2)	7	(8.2)	9	(10.9)
Compensation for overtime	5	(5.9)	16	(18.8)	17	(20.0)	23	(27.1)	24	(28.2)
Physical working conditions	45	(52.9)	25	(29.4)	11	(12.9)	2	(2.4)	2	(2.4)
Job security	37	(43.5)	33	(38.8)	5	(5.9)	8	(9.4)	2	(2.4)
The opportunity to do a variety of tasks	26	(30.6)	32	(37.6)	19	(22.4)	6	(7.1)	2	(2.4)
Respect from fellow employees	45	(52.9)	32	(37.6)	4	(4.7)	4	(4.7)	0	(0.0)
Social support from fellow employees	41	(48.2)	36	(42.4)	3	(3.5)	4	(4.7)	1	(1.2)
Teamwork spirit among employees	35	(41.2)	34	(40.0)	5	(5.9)	7	(8.2)	4	(4.7)

Source: Questionnaire and interview data (2015).

Other factors that have not mentioned in the conceptual framework employees find most satisfying in the Immigration Department are discussed here. The question from questionnaire requested employees to mention factors they will likely satisfy at their place of work, they came up with following responses:

**(a) Health insurance:**

Finding showed that the employees of Immigration Department mentioned health insurance as most satisfying factor. Questionnaire responses depicted that 52 (73.2%) of respondents satisfied with health insurance. The reasons provided were immigration

employees use the National Health Insurance Fund (NHIF). They use it free without any payment from their pocket; the managerial staff confirmed that, the organization pays for NHIF. Health insurance may create employees with good health and making them satisfied with their job, this finding is supported by SHRM (2009) survey report confirmed that, health care/medical benefits were the most important benefits for employee job satisfaction.

**(b) Good management**

The data from the field indicate that, good management in the organization was most contributed factor for employees' satisfaction. The respondents noted that they were satisfied with their management, 47 (66.2%) of the respondents from questionnaire described that they satisfy with management of Immigration department. The reasons that were provided was that, the Immigration management motivates the employees in various issues such as learning, giving the employees time for exercise and delegating power to subordinate, management is good advisor to their employees.

**4.3.2 Factors for employees job dissatisfaction in the Immigration Department**

This part presents and discuss the data with a view to identify factors undermine employees job satisfaction in the Immigration Department in Zanzibar. Thus the section addresses the second specific objective of the study, which was to *identify factors employees consider as undermining their job satisfaction at their place of work*. With this objective the associated research question was *what factors employees consider to be dissatisfying in their job and why?* The identification was made based on the literature for stance Levinson (1997) and Worrel (2004) in chapter two identified a number of factors for employee's dissatisfaction. Questionnaire to members of the general staff and interview with managerial staff depicted a number of factors that limited employees' satisfaction in ZIHO (Table 4.7).

**Table 4.7 factors undermining employees' job satisfaction**

Dissatisfying factors	n	%
Unclear system of employees promotion	42	49.5
Favoritism	43	50.5
Poor compensation for overtime payment	47	55.3
Lack of participation in decision making	45	52.9
Unsystematic job rotation	46	54.1

Source: Questionnaire and interview data (2015).

**(i) Unfair/unclear system of employees' promotion**

The data from Table 4.7 revealed that the majority of respondents in the Immigration department identified unfair/unclear system of promotion as a most undermining factor for employee's job satisfaction in their organization. Data provided in Table 4.7 show that 49.5% of the respondents mentioned unfair/unclear promotion system as most dissatisfying factors in their job. This was because the system of promotion was not well organized for example the employees claimed that junior employees can be promoted leaving senior employees or sometime the employees with the same education level who are employees at the same day they are promoted differently. However, responses from one of the interviewees confirmed this finding, he noted that:

*"... I myself, I studied earlier than all staff in this office, I have studied since 1983 when I submitted my certificate I was not promoted while our fellow police force once the staff submit certificate he was promoted but for our side was not such that..."*

This implies that an unfair/unclear system of promotion undermines employees' job satisfaction in their place of work. This finding is congruent with those of the Johns (1992) who contend that the people who feel that there are unfair promotion opportunities in the workplace will be likely dissatisfying with the job.

**(ii) Favoritism**

The findings in Table 4.7 indicated that 43 (50.5%) of respondents mentioned favoritism is one among the factors of employees' dissatisfaction. The reasons that were provided

include: unfair and biased treatment by supervisors, some employees were favored in various opportunities such as attending seminars courses, internal extra time duty payment and the way employees were transferred at the new stations. This finding is supported by Virtual University of Pakistan (2001) report stated that discriminatory practices not only create potential legal liability, but also lead to poor employee morale and low job satisfaction, which can lead to poor job performance.

**(iii) Poor compensation for overtime payment:**

The findings show that the majority of the respondents identified poor compensation for overtime payment as the most dissatisfying factor in their job. Data in Table 4.7 show that, 55.3% of respondents identified poor compensation for overtime a most dissatisfying factor. This was because the payment is low and not well organized. Some employees enjoyed payment for overtime, but some people did not enjoy it. Some employees argued that they had never been paid for overtimes duties. As indicated by one of the managerial staff in the interview.

*... "some of the employees have complained with compensation for overtime payment, this is because some sections get paid for overtime but some sections not getting it. In this organization, some staff benefited with this pay and some others not benefited" ...*

Based on the above finding one can conclude that if compensation for overtime is not well provided it may undermine employee's job dissatisfaction. Johns (1992) also suggests that satisfaction and pay have a positive interrelationship. The overtime payment may increase employees' morale to perform their duties at work place. This finding is also consistent with Spector (1997) suggested that, it would seem that low, uncompetitive pay is often one of the factors that detracts from overall job satisfaction.

**(iv) Lack of employees participation in decision making**

The findings show that lack of employees' participation in decision making lead to the employees' job dissatisfaction. Data in Table 4.7 clarify that 52.9% of the respondents mentioned the lack of the employee's participation in decision making as a dissatisfying

factor in their work place. The reason was that members of the general staff claimed that, they were not participating in making decision. The decisions were done by the top management and managerial staff, the members of general staff they only receive order for making application. The responses from one of the interviewee confirmed this finding. He noted that:

*... "the staffs who participate in decision making are supervisors and head of sections. The decisions made by them are not discussed by the member of the general staff. Generally, no participation in decision making by low level employees. They take action on decision made by top level"...*

The finding depicted that low chance of participation in decision making is a factor of employees' job dissatisfaction with their job. Armstrong (1993) noted that participating employees in making decision enhance employees' satisfaction with their jobs and vice visor.

**(v) Unsystematic job rotation:**

The findings show that majority of the employees identified unsystematic job rotation a as dissatisfying factor in their job. Data Table 4.7 provided, 46 (54.1%) of the respondents mentioned unsystematic job rotation a most dissatisfying factor in the Immigration Department in Zanzibar. The reasons provided were: rotation was not systematic, the employees claimed on the ways they were transferred from one post to another some of the staff stayed at work station for a long time but the other stayed in a short period of time. However, there were no specific times being set to work at a particular station. As indicated by one of the managerial in the interview:

*... "some employees work at one station/post for a long time without shifted. This did satisfy the employees. The employees always need to shift from one post to another. But they prefer it be systematic in order all employees to be shifted"...*

From these findings, one can note that job rotation if not well practiced may be contributing factors to employees' dissatisfaction.

## **CHAPTER FIVE**

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

#### **5.1 Introduction**

This chapter presents a summary of the study, a conclusion based on findings presented and discussed in chapter four and finally provide recommendations. The summary of the study is presented first.

#### **5.2 Summary of the study**

The study focused on understanding factors for employees' job satisfaction in the public sector, Immigration department Zanzibar was used as a case study. Purposely the study examined the factors for employees' job satisfaction in the workplace. What factors employees find most satisfying at their workplace and factors employees consider being dissatisfied at their workplace. A single case study design was applied, employing both primary and secondary data collection methods in order to achieve the above mentioned objectives.

Data collected were analyzed by using various statistical techniques and presented in tables and percentage. The qualitative data were also edited and presented using direct quotation. From the analysis of data collected, the following are the major findings of the study.

Starting with, factors for employees' job satisfaction. The findings depict that the majority of employees in the Immigration department picked out: communication between employees and senior management, opportunity for career advancement, physical working conditions, salary, job security, respect from fellow workers, social support from fellow workers, teamwork spirit among employees, health insurances and good management as most satisfying factors in their job. These findings are congruent with those of Ivancevich and Matteson (2005) who state that, job satisfaction stems from various aspects such as pay, supervisors, and co-workers, work group affiliation and working conditions.

A side of the second part of the objective the findings noted that the respondents acknowledged that favouritism (inequality) between employees, unfair/unclear system promotion, unsystematic job rotation, lack of participation in decision making and compensated for over time were the main factors for employees job dissatisfaction in their job.

### **5.3 Conclusion**

Based on the data presented and analysis made, this study concludes that:

(i) The study concludes that, the factors for employees' job satisfaction are both job and non job related factors. However, the findings challenge Herzberg's suggestion that non job related factors are not important for employees job satisfaction.

(ii) Relationship with co-workers in the Immigration department was highly emerged, there was teamwork spirit among the employees when they were doing their duties, and also there were social support, the employees helping among themselves either when good or bad happening, respect is high to all employees regardless their rank or position. These relationships, build employees satisfaction in their job.

(iii) Favoritism undermined the performance of the organization; the employees who were discriminated become less satisfied and decrease their effort of working. The favoritism at work place creates inequality which then leads the existing of classes at work place. This is dangerous for the organization development this is because the employees become discouraged in practicing their duties.

(iv) Promotion not well organized, it was contributing factors for employees job dissatisfaction, the employees of Immigration were not happy with the way they were promoted. The promotions did not consider the experience or duration of work between one staff and another. This contributes some staff dissatisfied. Well organized promotions of employees create employees satisfaction which results happiness and increase employees' performance.

(v) Poor system of employees' job rotation has brought any negative effect to employee's job satisfaction. It created bad relationships between management and members of the general staff. Also, decreasing employees' efforts to conduct their duties because employees do not satisfy as well not happy of their job.

(vi) Recognition of employees' job performance if it is well practiced, leads to employees job satisfaction and increasing effort to practice their duties. Always employees feel comfortable if they are recognized for what good or best they have done at their place of work.

#### **5.4 Recommendations**

From the findings of the study and the conclusion above, the study recommends the following:

##### **(i) Equality for all employees**

The employees need to be treated equal, for example, equality should be done with career development opportunities, and the employees who meet criteria should be developed. Seminars, the workshop must be participated by all employees in the organization not always repeated by the same employees.

##### **(ii) Keeping good system of job rotation**

The organization needs to develop mechanisms to ensure that job rotation is well organized. There must be a specific period of time for the employees to work in the working stations. All employees must rotate from one station to another and not always, the same people getting chance for rotation. This will increase satisfaction of employees in performing their duties.

##### **(iii) Improving overtime payment**

The management should review or develop pay policy and other benefits which fit for employees' needs. There should be fair pay among employees doing similar jobs and paying the employees who use extra time for the work. This will encourage the

employees to use extra force to complete their duties and make employees available at their place of work.

**(iv) Promotion of employees**

In the case study organization some of employees blamed about the way promotion were provided, they claimed about poor system of promotion therefore, the organization should arrange database of all employees in order to understand the details of each employee so as to make sure that promotion is done well to improve organizational performance.

**(v) Recognition of employees' job performance**

Effective employees' recognition enhances employee satisfaction and leads to the increase employee productivity and contributes to improved organizational performance. Therefore the case study organization should support and value employees for their initiative and creativity, rewarding employees for achievement, excellence performance and their contributions to the organizational development

**(vi) Build Corporate Culture:**

We should focus on making proper communication channel, good and supportive relationship with coworkers and with supervisors. Employee satisfaction can be increased by demonstrating respect for everyone in the organization or company.

**5.5 Area for further research**

This study has focused on factors for employees' job satisfaction. The study has touched different aspects on satisfying and dissatisfying factors. In this study, poor compensation for overtime payment of employees emerged as strong factor for employees' dissatisfaction. It needs to conduct research to investigate if there is a relation between compensation for over time payment and job satisfaction in place of work.

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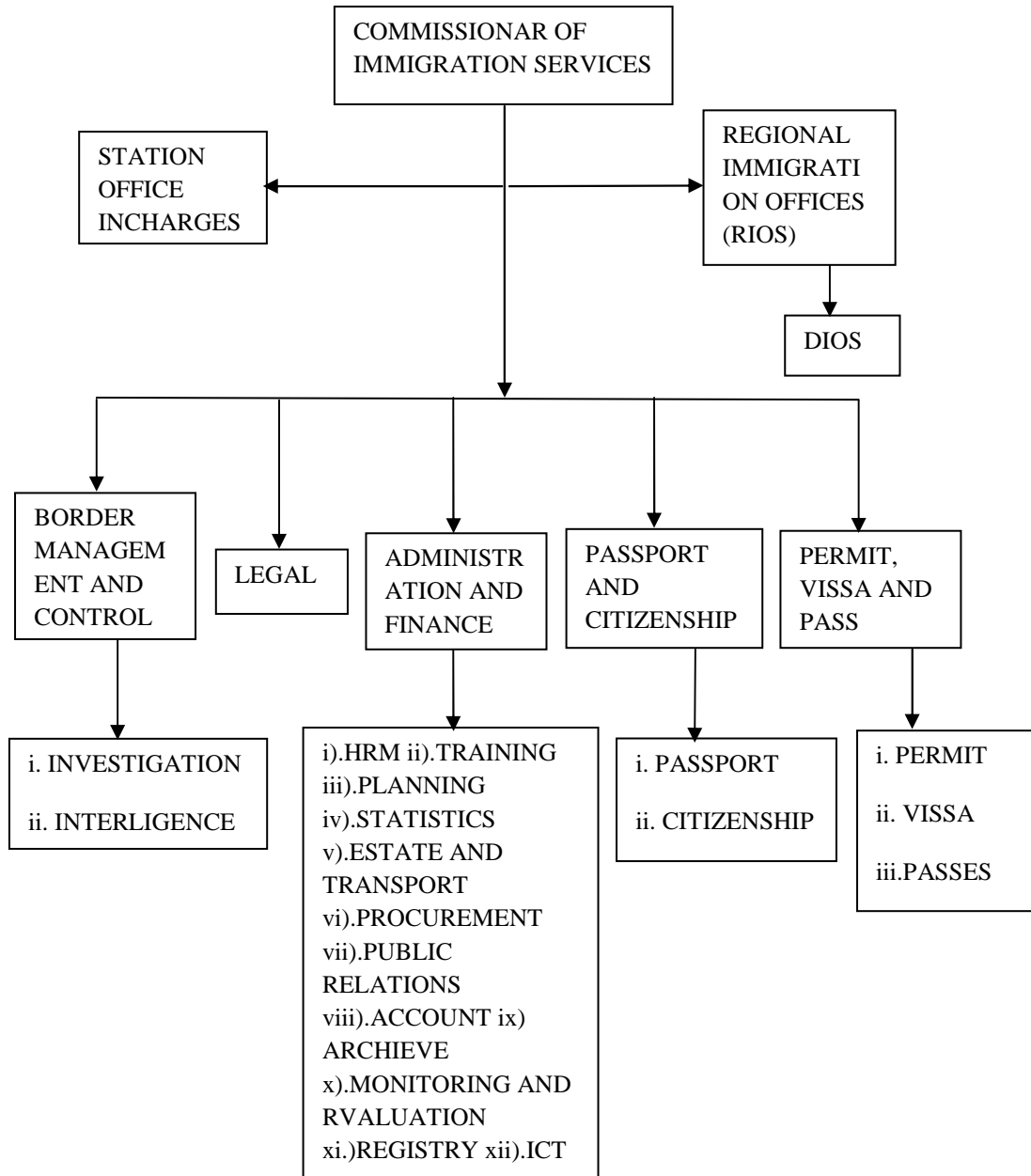
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## APPENDICES

### APPENDIX I

#### THE ORGANIZATION STRUCTURE OF THE ZID



Source: Immigration annual report (2014)

**APPENDIX II**

**QUESTIONNAIRE FOR IMMIGRATION DEPARTMENT STAFF**

Dear respondent

I am Juma M.Kombo, a student at Mzumbe University pursuing a Master degree in Human resource management. I am doing a study on employees' job satisfaction in the public sector. The aim of the research is to understand factors for employees' job satisfaction and dissatisfaction at work place. Thus, I would like be very grateful if you would spare some few minutes to fill in this questionnaire.

**Some notes:**

- i).You are not required to write your name on this paper
- ii).The information given will be treated confidentially.

**PART A: Demographic characteristics of respondent**

Please put {√} where appropriate, for the answer.

- 1. Name of department.....
- 2. Job title.....
- 3. Age (Years)

1. 18-25	2. 26-45	3. 46- above

- 4. Sex

1. Male	2. Female

- 5. Your Education Level

1. Primary Education	2. Secondary Education	3. Higher Learning

6. For how long have you been in this organization?

1. Less than a year	
2. One year - two years	
3. Two years- five years	
4. Five years and above	

**PART B:**

Put {√} where appropriate, for the answer. Thinking about all aspects of your job, how satisfied are you with your current job.

	Most satisfying	Somewhat satisfying	Neither satisfying nor dissatisfying	Somewhat dissatisfying	Not at all satisfying
1. Salary					
2. Compensation for overtime					
3. Fringes benefits					
4. Communication employees and senior management					
5. Recognition of employee job performance					
6. Participation in decision making					
7. Physical working conditions					
8. Job security					
9. Opportunity to a variety of tasks					
10. Career advancement opportunity					
11. Job specific training					
12. Promotion opportunity					
13. Respect from fellow employees					
14. Social support from fellow workers					
15. Team work					

**PART C:** Briefly answer the following questions.

1. Mention factors which will likely make you satisfied with your current job.

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.....  
.....

2). Mention factors which will likely make you dissatisfied with your current job.

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3. What do you think can be done to improve employees' job satisfaction in the Immigration department?

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

*Thank you very much for your help and cooperation*

## APPENDIX III

### INTERVIEW GUIDE TO THE MANAGERIAL STAFF AT THE IMMIGRATION DEPARTMENT, ZANZIBAR

#### 1. FACTORS LEADING TO EMPLOYEES JOB SATISFACTION

##### 1. Financial rewards

- i) Better salary
- ii) Compensation for overtime
- iii) Fringe benefits

##### 2. Relationship with management

- i) Communication between employees and senior management
- ii) Recognition of employee job performance
- iii) Participation in decision making

##### 3. Work environment

- i) Physical working condition
- ii) Job security
- iii) Opportunity to do a variety of tasks

##### 4. Opportunities for advancement

- i) Career advancement opportunity
- ii) Job specific training
- iii) Promotion opportunity

##### 5. Relationship with co-workers

- i) Respect from fellow employees
- ii) Social support from fellow workers
- iii) Teamwork spirit among the employees

#### 2. FACTORS UNDERMINE EMPLOYEES JOB SATISFACTION

- i) Poor working conditions
- ii) Discriminatory practices
- iii) Limited career growth and advancement
- iv) Underpayment

**INTERVIEW QUESTION TO THE HEADS OF SECTION AND SUPERVISORS  
OF SECTION OF THE IMMIGRATION DEPARTMENT**

1. Is there an employee satisfaction in your organization? Give explanations.
2. In your organization, what do you see as the top factors for employees' job satisfaction?
3. In your organization, what do you see as the top factors for employees' job satisfaction?
4. What initiatives is your organization taking to positively influence employees' job satisfaction?
5. What changes, if any do you feel need to be made in this organization to improve employees job satisfaction?