

The Validation of the Minnesota Job Satisfaction Questionnaire (MSQ) in Tanzania: A Case of Tanzania Public Service College

Marijani, Ramadhani Yohana Marwa
Tanzania Public Service College, P.O.BOX, 1534, Singida - Tanzania

Abstract

There is plethora of studies in the developed world that examine the Job Satisfaction and dissatisfaction of employees in the tertiary education institutions, little is however known about their counterparts in the developing world. This paper is a modest attempt to probe that quagmire in the developing world. Using the short form of the Minnesota job Satisfaction Questionnaire (MSQ) we attempt to investigate the manifestation of job satisfaction at Tanzania Public Service College in Tanzania. A cross-sectional survey design with a random sample of (N=50) was employed. The study findings shows that intrinsic job factors were more satisfying than extrinsic job factors and demographic factors (Age, gender and education) were also found to influence job satisfaction differently. Implications for job satisfaction, recommendations are offered, and future research agenda is proposed.

Keywords: Job Satisfaction, Public Sector, Human Resource Management, Motivation

1. Introduction

Job Satisfaction of employees is a topic that has received considerable attention by researchers and practitioners alike (Spector, 1985). Employee retention has become an increasingly important challenge for organizations as the age of the knowledge worker unfolds (Lumley *et al*, 2011). In fact the 21st century world of work is characterized by unprecedented levels of talent mobility as employees seek to satisfy their own individual demands, leading to growing concerns among organizations about the retention of talented employees (ibid). Job Satisfaction plays a very vital role on the performance of an organization (Latif, *et al.*, 2013:166). It is therefore important to know as how employees can be retained through making them satisfied and motivated to achieve extraordinary results .

A few words on the structure of the paper are in order here: After this section, the next section presents the objectives of the study, followed by the section on conceptual framework guiding the paper. The study setting is also highlighted; subsequent sections are dedicated for research methodology, results, discussions and eventually conclusion, implications, recommendations and study limitations.

2. Objectives and justification

The first objective of this study was to determine the psychometric properties of the Minnesota Job Satisfaction (MSQ) for workers in Tanzania. The second objective was to determine whether the levels of job satisfaction of employees differ in terms of demographic variables such as age, gender, and education.

3. Conceptual Framework

Job Satisfaction

As job satisfaction is a widely researched and complex phenomenon, it entails that there are also numerous definitions of the concept (Lumley *et al*, 2011). Job satisfaction can be defined as an individual's total feeling about their job and the attitudes they have towards various aspects or facets of their job, as well as an attitude and perception that could consequently influence the degree of fit between the individual and the organization (Ivancevich and Matteson 2002; Spector 1997). Armstrong (2006) conceive job satisfaction as the attitude and feelings people have about their work. Therefore positive and favorable attitudes towards job indicate job satisfaction.

Spector (1997) advises that for researchers to understand these attitudes, they need to understand the complex and interrelated facets of job satisfaction. A facet can be described as any part of a job that produces feelings of satisfaction or dissatisfaction (Ibid). Thus why Glissan and Durick, (1998) in their definition of job satisfaction they included some facets such as the working environment, working conditions, equitable records, and communications with colleagues. Equally Herzberg *et al*, (1959) in their well known "theory of job satisfaction". The "two factor theory" suggests that employees have mainly two types of needs, namely as hygiene and motivation. Hygiene factors are the needs that may be very satisfied by some certain conditions called hygiene factors (dissatisfies) such as supervision, interpersonal relations, physical working conditions, salary, benefits etc, where as motivation factors are job related.

Gupta (2011) enlightened that job satisfaction is different from motivation and morale. Motivation refers to the willingness to work, satisfaction on the other hand, implies a positive emotional state, and morale implies a general attitude toward work and work environment. This perspective can be very useful to

organizations that wishes to identify employee retention areas in which improvement is possible (Saari and Judge, 2004; Westlund & Harron, 2008).

Job satisfaction among employees is an indicator of organizational effectiveness, and it has got direct relationship with organizational and personal factors (Lumley, *et al*, 2011). Majority of the employees are aware that the performance of an organization depends in part on their level of job satisfaction (Ibid). This is the cradle of the mostly widely believed maxim of management that “a happy worker is a productive worker”.

Job satisfaction measures

This paper borrows Hirschfield, (2000) and Buitendach & Rothman (2009) conceptualization of job satisfaction and operationalized it as both a global and multi-faceted construct. Literature avails two types of job satisfaction measures: Single – question versus multiple – item measures (Hirschfield and Rothman, 2009). Single – question measures directly ask questions such as “on the whole, would you say you are satisfied or dissatisfied with your job? Whereas the multiple – item measure its holistic nature may relate job satisfaction differently to other variable of interests (Hirschfield and Rothman, 2009).

To achieve the study objectives, we invoked the 20 – item short form of the Minnesota Satisfaction Questionnaire (MSQ) to measure and validate employee’s job satisfaction at Tanzania Public Service College (TPSC).

The MSQ short form questionnaire has been used because it has the advantage of measuring two distinct components Intrinsic and extrinsic job satisfaction (Wess *et al*, 1967, Hirschfield and Rothman, 2009). Intrinsic job satisfaction refers to how people feel about the nature of the job tasks themselves, whereas extrinsic job satisfaction refers to how people feel about the task outside the work itself (Spector, 1997, Herzberg *et al*, 1959).

4. The Study setting

This study was conducted in Tanzania at Tanzania Public Service College (TPSC). The Tanzania Public Service College (TPSC) was established in year 2000 under the ambit of the Executive Agencies Act (Act No 30 of 1997) The aim of its establishment was to fill an extant void in terms of a comprehensive training facility for Public Service, the changing needs of Public Services resulting from instituted reforms, and the need for an autonomous financially sustainable public service College.

It is in light of the above that the TPSC is the preferred service provider of knowledge, skills, and consultancy services to the Tanzania Public Service and a part of building a culture of continuous learning for public servants. TPSC has six campus strategically located in four zone, namely the Coastal zone (Dar es Salaam campus), the Southern zone (Mtwara campus), the Northern zone (Tanga campus), the Central zone (Singida and Tabora campuses) and the Southern highland zone (Mbeya campus).With the total of 177 full time employees who are fully engaged in the delivering short and long term training programmes, undertaking action researches and consultancies aimed at improving public service delivery.

4.1. RESEARCH DESIGN

A cross-sectional survey design was employed and data were gathered by means of questionnaire.

Research method

Participants

A total of 50 employees randomly filled in the questioners from a total population of 177 located in all six campuses. Descriptive information of the sample is indicated in Table 1.

Table 1.Characteristics of the Participants

ITEM	Frequency	Frequency	Percent
Gender	male	34	68.0
	female	16	32.0
	Total	50	100.0
Age	25-29	27	54.0
	30-34	8	16.0
	35-39	10	20.0
	40-44	5	10.0
	Total	50	100.0
Level of Education	secondary	2	4.0
	tertiary(degree, masters, PhD)	41	82.0
	others	7	14.0
	Total	50	100.0

Source: field data, 2016

As indicated in Table 1, the highest age distribution is between 25-29 (54.0), 35-39 (20), 30-34 (16) indicating that employees at TPSC are at the beginning and middle of their career. More males 68 percent than females 32 percent participated in the study. Respondents' formal education level is also critical when one wants to evaluate the level of employee job satisfaction; the above table reveals that 4.0 percent of the respondents attained secondary education and majority 82 percent attained tertiary education. This is important as basic literacy skills is the pre-requisite factor in evaluating the level of employees' job satisfaction.

Measuring instrument

The Minnesota Satisfaction Questionnaire (MSQ) was employed to gather data about job satisfaction of the respondents. The MSQ short form consists of 20 items and uses 5-points likert scale response format (Spector, 1977; Buitendach and Rothmann, 2009). The MSQ was supplemented with the biographical questions used to measure the biographical variables included in the study.

Research approach

A trained Research assistant randomly administered questionnaires to the respondents at Tanzania Public Service College, respondents were from all six campuses. The hard copies of the questionnaires were then collected from the respondents after being dully filled anonymously. Oral informed consent were obtained from each respondents participated in the study. Respondents were informed on their rights to withdraw from the study where they deemed necessary. All respondents were assured about confidentiality and that the results from the study were for research purpose only.

Data analysis

Data gathered from the questionnaires were cleaned, verified and checked for quality and consistency, sorted and organized carefully. Coded and entered into the Statistical Package for Social Science (IBM SPSS version 19). A summary of frequencies was run at the end of data entry exercise to check for accuracy and completeness. The data were supplemented with the findings from the related literature through documentary reviews. This triangulation of the methods yielded simultaneous interpretations.

5. RESULTS

A simple principal component analysis was conducted on the 20 items of the MSQ on 50 total samples of workers at Tanzania Public Service College (TPSC).

Influence of intrinsic and extrinsic motivation to employees' Job Satisfaction at TPSC

The first objective of the study was to determine the psychometric properties of the MSQ for workers in Tanzania, using the Tanzania Public Service College (TPSC) as the case study. The employees were requested to respond to a number of statements regarding job satisfaction at TPSC by indicating their agreement using five-point Likert scale of VD= Very Dissatisfied, D= Dissatisfied, N= Not decided, S= Satisfied and VS= Very Satisfied as shown in the Tables 2 and 3. The responses are summarized below.

Table2: showing the results of intrinsic job satisfaction measure

ITEM	M	VD	D	N	ST	VS
Being busy all the time	3.92	0	5	6	27	12
		0%	10%	12%	54%	24%
Chance to work alone on the job	3.94	1	3	8	24	14
		2%	6%	16%	48%	28%
To do different things from time to time	3.90	0	3	9	28	10
		0%	6%	18%	56%	20%
Chance to be somebody in the community	3.94	0	3	8	28	11
		0%	6%	16%	56%	22%
Doing things that don't go against my conscience	3.90	0	3	9	28	10
		0%	6%	18%	56%	20%
Chance to do things for other people	4.02	0	3	4	32	11
		0%	6%	8%	64%	22%
Chance to tell people what to do	3.92	0	3	8	29	10
		0%	6%	16%	58%	20%
Ability to do something makes use of my ability	3.86	1	5	6	26	12
		2%	10%	12%	52%	24%
My job provides for steady employment	3.66	2	3	9	32	4
		4%	6%	18%	64%	8%
The freedom to use my own judgment	3.62	0	5	12	30	3
		0%	10%	24%	60%	6%
Chance to try own methods of doing the job	3.74	0	7	8	26	9
		0%	14%	16%	52%	18%
The feeling of accomplishment I get from the job	3.90	0	3	5	36	6
		0%	6%	10%	72%	12%

Source: field data, 2016

To analyze the findings, respondents who were very dissatisfied and dissatisfied were combined into one group of those who “opposed” the items. In addition, respondents who were very satisfied and those who were satisfied were combined into another category of those who “concurred” with the items. Another category was that of those employees who neither satisfied nor dissatisfied “the undecided” with the items. The three categories of employees were compared; interpretation was then drawn from the comparison of the categories as shown in the next paragraph.

The study findings in table 2 shows the intrinsic motivation factor at TPSC is very positive (aggregate mean =3.86). A comparison on these items shows that the percentage of employees that opposed ranges from 2 percent to 6 percent, while the percentage of those that were not sure were 16 percent and the percentages of those who concurred ranges from 28 percent to 48 percent. From this comparison we can conclude that the ranges of percentages of those that opposed and those that were not sure are lower compared to those who concurred. From the above findings the following interpretations can be made. The study respondents noted that they were very satisfied with the chances to do other things for the people (mean=4.02), meaning that their jobs have the impact on the community. They were satisfied with the chance availed by their jobs to somebody in the community (mean=3.94).The respondents were also moderately satisfied with the feelings of accomplishments from their jobs (mean=3.90).The above findings implies that intrinsic job factors positively motivate employees at TPSC.

Table 3: showing the results of extrinsic job satisfaction measure

ITEM	M	VD	D	N	ST	VS
Being busy all the time	3.92	0 0%	5 10%	6 12%	27 54%	12 24%
Chance to work alone on the job	3.94	1 2%	3 6%	8 16%	24 48%	14 28%
To do different things from time to time	3.90	0 0%	3 6%	9 18%	28 56%	10 20%
Chance to be somebody in the community	3.94	0 0%	3 6%	8 16%	28 56%	11 22%
Doing things that don't go against my conscience	3.90	0 0%	3 6%	9 18%	28 56%	10 20%
Chance to do things for other people	4.02	0 0%	3 6%	4 8%	32 64%	11 22%
Chance to tell people what to do	3.92	0 0%	3 6%	8 16%	29 58%	10 20%

Source: field data, 2016

The study findings in table 3 show that the extrinsic motivation factor at TPSC is moderate positive (aggregate=3.6). A comparison on the items shows that the percentage of the employees that opposed range from 2 percent to 4 percent, while the percentage of those who were not sure were 12 percent and those who concurred ranges 60 percent to 22 percent respectively. Again the percentage of those who opposed and those who were not sure were lower than those who concurred. This implies that employees' supervision is an important factor in job satisfaction.

The respondents further noted that the competencies of their supervisor is very important in making decision (mean =3.82), meaning that teamwork is very important in making decision within an organization. Respondents were also satisfied with the organizational policies currently in use at TPSC (mean = 3.72). Moreover, the study respondents were moderately satisfied with the amount of pay they received (mean = 3.42) meaning that amount of pay alone is not the motivating factor. Generally, respondents' were moderately satisfied with other hygiene factors such as working conditions (mean = 3.48), human relationships (mean = 3.75) and the praise they receive from doing a good job (mean= 3.22). The above findings imply that hygiene factors moderately satisfy employees at TPSC.

Demographic Variables and Job Satisfaction

Literature is full of evidence on the relationship between demographic factors and job satisfaction (Heslop, *et al.* 2002; Locke, 1976, Ting, 1997; Abugre, 2014). In this paper the relationship between three demographic variables, namely age, gender and level of education were measured against intrinsic and extrinsic job satisfaction factors.

Demographic variables and Intrinsic Job Satisfaction factors

Sex of the respondents was measured against all twelve (12) statements representing intrinsic job satisfaction factors. The percentages of those who concurred were higher than those who were undecided and those who opposed. The findings imply that employees were very satisfied with the intrinsic job satisfaction factors at TPSC. Specifically more male respondents 76.4 percent than female 75 percent were satisfied with the ability to work alone. Respondents were also satisfied with the act of being busy all the time brought about by the nature of their jobs 79.4 percent of the males concurred and 75 percent of female had similar opinion. Respondents were also asked about the chances to do things for other people being the nature of their current job design, 85.3 percent of male and 87.5 percent of female respondents concurred, this imply more female are ready to offer support than male employees. Also the respondents were asked about the recognition brought about by their job, 76.5 percent male and 81.3 percent female respondents concurred with the chance to be somebody in the community.

Also respondents were asked on the freedom to use their own judgments at the place of work. 64.7 percent of male respondents concurred, whereas 68.8 percent of the female respondents had the same opinion. Moreover, 73.5 percent of male respondents and 81.3 percent of female respondents were satisfied with the chance to fully utilize their knowledge and skills at TPSC. Respondents also appreciated the chance to do different thing from time to time 76.5 percent male and 75 percent female respondents respectively. On the leeway to use their own methods of doing jobs 64.8 percent of male respondents and 81.3 percent of female respondents concurred. The act of doing things without going against respondents' consciousness scored 67.5 percent from male and 75 percent from female respondents.

Job commanding a height was also found to be satisfying as 79.4 percent male respondents and 75 percent female respondents concurred with the “chance to tell people what to do”. Feeling of accomplishment from the job was also found to be satisfying as 85.3 percent males and 81.3 percent female respondents both concurred. Equally security of tenure was also found to be satisfying as 70.6 percent of males respondents and 75 percent of female respondents concurred.

Respondents age groups were also measured against intrinsic job factors, the findings revealed that all age groups concurred with the statements, however the percentage of the age group ranging from 25-29, 30-34 to 35-39 were higher than the age group 40-44. The first sets represent the early and mid career and the second sets the late career, therefore one can conclude that the early and midcareer employees were more satisfied with intrinsic job satisfying factors than the late career employees at TPSC. Specifically, 77.8 percent early career, 50 percent and 100 percent mid career, and 60 percent late career respondents concurred with the “ability to work alone”. They were also satisfied with being busy all the time, 81.5 percent early career, 75 percent and 90 percent mid career, and 40 percent late career concurred. Study respondents were also satisfied with the chance to do things for other people availed by their current job at TPSC. Specifically, 88.9 percent early career, 87.5 percent and 90 percent mid career, and 60 percent late career concurred.

Respondents in all age groups were also satisfied with the recognition brought about by their jobs. Specifically 81.6 percent early career, 87.5 percent and 80 percent mid career, and 40 percent late career respondents concurred. On the freedom to use their own judgments at work, 70.4 percent early career, 62.5 percent and 70 percent mid career respondents, and 40 percent late career concurred. Whereas 85.2 percent early career, 87.5 percent and 60 percent mid career, and 40 percent late career respondents were satisfied with the chance to apply their knowledge, skills and attitude at TPSC. Job diversification was also found to be satisfying as 81.5 percent early career, 87.5 percent and 80 percent mid career, and 20 percent late career respondents concurred. Also respondents were satisfied with the leeway to use their own method of doing work at TPSC, specifically, 81.5 percent early career, 50 percent and 70 percent mid career, and 40 percent late career respondents concurred.

Moreover, respondents were satisfied with doing things that don't go against their conscious 74.1 percent early career, 75 percent and 90 percent mid career, and 60 percent late career respondents concurred. Respondents were further satisfied with the commanding heights brought by the chance to tell people what to do at TPSC. Specifically, 77.8 percent early career, 100 percent and 80 percent mid career, and 40 percent late career respondents concurred. Feeling of accomplishment from the job was also found to be satisfying as 88.9 percent early career, 100 percent and 80 percent mid career, and 40 percent late career respondents concurred. Eventually respondents from all age groups concurred with the security of tenure at TPSC, specifically 77 percent early career, 62.5 percent and 80 percent mid career, and 40 percent late career respectively.

Level of education was also measured against intrinsic job satisfaction factors, and generally percentage of those who concurred was higher than those who were undecided and opposed. Specifically, 100 percent with secondary education and 75.6 percent with tertiary education concurred with the ability to work alone at TPSC. Respondents were also satisfied with the mat of being busy all the time with work at TPSC, both 50 percent of respondents who were secondary school leavers and 78 percent of respondents who were tertiary school leavers concurred.

Respondents were also satisfied with the chance to do things for other people availed by their job at TPSC, 100 percent of respondents with secondary education and 82.8 percent with tertiary education concurred. Also regardless of the education qualifications respondents were satisfied with the recognition brought about by their jobs, 100 percent respondents with secondary education and 75 percent with tertiary education concurred. Moreover, respondents were satisfied with the leeway to use their own judgments at work 50 percent of respondents were secondary school leavers and 65 percent of respondents with tertiary education also concurred.

Respondents appreciated the chance to apply their knowledge and skills at TPSC, 50 percent of respondents with secondary education and 75 percent with tertiary education concurred. They also concurred with the chance to diversify what they do at work, 50 percent of respondents were secondary school leavers and 75 percent of respondents had tertiary education. Using their own method of doing jobs was also found to be satisfying at TPSC, 50 percent of respondents with secondary education and 65 percent of respondents with tertiary education concurred.

Furthermore, respondents were satisfied with the chance to do the things that does not go against their conscious at work. Specifically 50 percent of respondents with secondary education and 78 percent of respondents with tertiary education concurred. Respondents were also found to concur with the commanding heights brought by their jobs 50 percent of respondents were with secondary education and 80.5 percent had tertiary education.

Feeling of accomplishment from the job, 100 percent of respondents who were secondary school leavers and 80.5 percent with tertiary education concurred. Similarly regardless of the level of qualifications all respondents were concerned with the steady employment provided by their jobs. Specifically, 100 percent of

respondents were secondary school leavers and 68.7 percent had tertiary education

Demographic variables and Extrinsic Job Satisfaction factors

Gender of the respondents was measured against all eight (8) statements representing extrinsic job satisfaction factors. Generally the percentages of those who concurred were higher than those who opposed and those who were undecided. This implies that the extrinsic factors also contribute in job satisfaction among employees at TPSC. Specifically 7.9 percent of male respondents concurred with the way their bosses handle their work at TPSC, where as 87.5 percent female respondents had similar opinion. 73.5 percent of the male respondents appreciated the competence of their supervisors in their daily work, where as 62.5 percent of the female respondents also concurred.

Respondents were also asked the way they perceive company policies that are in use at TPSC, in this 64.75 percent of male respondents and 81.3 percent of female respondents concurred with the company policies in use at TPSC. Also 50 percent of male respondents regarded pay and the amount of work to be satisfying, where as 68.8 percent of female respondents also concurred with the pay and amount of work they do at TPSC. Respondents were further asked on the working condition at TPSC, 41.1 percent of male respondents and 62.4 percent of the female respondents concurred that working conditions are satisfying at TPSC. They were also asked on the chance for advancement availed by their job at TPSC both 41.2 percent of male and 37.5 percent of the female respondents concurred.

Moreover, 79.4 percent of male respondents and 75 percent of the female respondents concurred with the way they get along with their co-workers at TPSC. Eventually all respondents were asked on how they perceive the praise they get for doing the good job at TPSC 35.3 percent of the male respondents and 43.7 percent of the female respondents appreciated the praise they receive.

Generally all age groups concurred with the statements, however the percentage of the age group ranging from 30-34 to 35-39 where higher than that of 25-29 to 40-44. The first sets represent the mid career and the second represent the early and late career.

Level of education was also measured against all items representing extrinsic job satisfaction factors. The results were as follows generally the percentage of those who concurred were higher than those who were undecided and opposed. Specifically those with secondary education 100 percent and 80 percent with tertiary education appreciate the way their boss handles their work. Also respondents concurred with the competence of their supervisors at TPSC, specifically 80 percent were secondary school leavers and 68.39 percent were respondents with tertiary education. On the level of satisfaction with company policies in use at TPSC, 50 percent of respondents with secondary education and 65.9 percent with tertiary education concurred.

Respondents were also asked on the level of pay and amount of work, 100 percent respondents with secondary education were undecided on the level of pay, whereas 53.7 percent of respondents with tertiary education concurred. Equally, 100 percent of respondents with secondary education were undecided with the question on the chance for advancement availed by their current jobs, whereas 46.3 percent of the respondents with tertiary education concurred.

On working conditions, majority of the respondents were satisfied with working conditions at TPSC, as 50 percent of respondents with secondary education and 56 percent of respondents concurred.

Respondents were also in support of the way their co-workers get along with each other. Specifically, 50 percent of respondents with secondary education and 78.1 percent with tertiary education concurred. Similarly respondents were asked about the impact of the praise they receive from doing good job. 100 percent of respondents with secondary education were undecided where as 14.3 percent of respondents with tertiary education concurred.

6. DISCUSSIONS

This study had two objectives, first and foremost the study sought to determine the psychometric properties of the Minnesota Job Satisfaction (MSQ) for workers in Tanzania. Second objective was to determine whether the levels of job satisfaction of employees differ in terms of demographic variables such as age, gender, and education. To achieve the objectives, the MSQ short form was used to examine the concept of job satisfaction among employees at Tanzania Public Service College.

The results of the study imply that both intrinsic and extrinsic job satisfaction factors are very critical for employees at Tanzania Public Service College (mean = 3.86 and 3.6). From the scores, it can be concluded that employees at TPSC exhibit a moderately high level of job satisfaction. The examination of the results from intrinsic job satisfaction factors showed that only six (6) out of twelve (12) received higher satisfaction rate. Specifically (“chance to work alone on the job”, “ability to do something that make use of my ability”, “chance to be somebody in the community” and “chance to tell people what to do”, 28 percent, 24 percent, 22 percent and 22 percent). The four items might represent different factors indicating job satisfaction with opportunities to act autonomously and the recognition that goes with their positions at TPSC.

The first implication support findings of previous studies by Buitendach and Rothmann (2009) in South Africa. Similar observation was also advanced by Peter *et al.*, (2013) in South East Asia who concluded that when a job is not closely supervised, it is likely to give a worker a sense of autonomy and personal accomplishment in undertaking tasks. Meaning that job with high level of autonomy lead to job satisfaction. The position which was further shared by Origo & Pagani, 2005 and Thomas *et al.*, (2004) who posited that employees autonomy and freedom to control their behavior increase intrinsic job satisfaction.

Extrinsic Job Satisfaction factors were also found to be moderately satisfying employees at TPSC. The examinations of the results from these factors showed that only four (4) out of eight factors (8) received moderately high satisfaction rate levels (“the way my boss handles his or her work”, “the competence of my supervisor in making decisions”, “the way company policies put into practice” and “my pay and amount of work I do” 22 percent, 20 percent, 16 percent and 14 percent). The findings among others indicate the central role of management practices at TPSC. The position which is reinforced by what Eskildsen and Dahlgaard (2000) found in South Africa, that organization can improve employees’ satisfaction by investing more on improving organizational performance especially on issues to do with leader behavior, management practices and processes that raise employees feelings and perceptions of empowerment. Pollit (2005) also shared similar observation.

Supervisors’ competences in making decisions were also found to be satisfying at TPSC. Supervisor’ competencies imply supervisors’ ability to solve problems and directing their behavior in social encounters to achieve organizational and personal goals. Similar finding was also reported by Martins and Coetzee (2007) in South Africa. Udo *et al.*, (1997) further revealed evidence that task characteristics, such as decision-making authority was found to increase job satisfaction and reduce labor turnover intentions.

Furthermore, company policies were also found to be satisfying at TPSC. As Kim (2009) rightly argued personnel policies are important in balancing employees’ work and family responsibilities especially these days of shifting demographic patterns such as increase in female employment, two-income families, aging society, and single-parent families. The position which was also reinforced by Rainey (1997); Roman and Blum (1993) who asserted that availability of organizational policies had a positive effect on individual job satisfaction.

Equally, pay and amount of work was also found to be important variables in determining job satisfaction and employees retention at Tanzania Public Service College. Pay is very important factor in affecting job satisfaction and pay satisfaction is an indispensable measurement in job evaluation (Yang, *et al.*, 2008). The findings at TPSC lend support to Spector (1997) who provided evidence that increasing fringe benefit that attracts an employees’ attention may subsequently increase their performance. Spector’s conclusion further confirm research findings by Igharia and Greenhaus (1992) who found that salary is positively associated with job satisfaction. Lumley *et al.*, (2011) further illuminate that employees level of satisfaction with their pay and nature of work were significant in terms of predicting or explaining their overall commitment to organization. It may be concluded, on the basis of our results, that well compensated employees are more satisfied with their work and ultimately, this enables them to perform better in their respective areas of responsibilities.

The second objective of this study intended to examine the relationship between job satisfaction factors (intrinsic and extrinsic) and demographic characteristics (age, gender, sex and level of education). Perception regarding HR practices and job satisfaction varies with demographic factors in develop and developing countries (Bashie, *et al.*, 2011).

This study findings indicates the differences between intrinsic and extrinsic job satisfaction factors and the gender of the respondents. Specifically, male respondents 76.4 percent of males were more satisfied with the ability to work alone than females 75 percent. 79.4 percent of the male respondents were also more satisfied with “being busy all the time” than female respondents 75 percent. Closer investigation reveals that females 87.5 percent were satisfied with the way their bosses handle their work than males 79.4 percent. Furthermore, females 81.3 percent were satisfied with the company policies in use than male respondents 64.75 percent. Inspection of the results show that male employees were satisfied with intrinsic job satisfaction factors than female employees who on the other hands were more satisfied with extrinsic job satisfaction factors. This confirms what Martin and Coetzee (2007) found in South Africa and reinforces Alam *et al.*, (2005); Santhapparaj and Alam, (2005) position that female employees are more satisfied with extrinsic factors in underdeveloped countries.

Age is basically a measure of time which may form a series of temporal marker (Yucel and Cetin, 2012). The study findings reveal the steady increase of intrinsic job satisfaction factors from the younger age group (25-29) up to (35-39), then the decrease of intrinsic job satisfaction factors in the age group (40-44). The extrinsic job satisfaction scores indicates that the age group (25-29) and (40-44) were dissatisfied, while the age group (30-34) and (35-39) indicates moderate satisfaction. The findings collaborate with Saner and Serife (2012) findings in Northern Cyprus who found that overall job satisfaction increases with age and will start to decrease at the age group of (50-60). And further confirm Bashir *et al.*, (2011) findings that younger employees in developed world countries derive satisfaction from extrinsic reward while counterpart from intrinsic reward.

Studies in Asian countries like China, India and Pakistan shows that education and globalization increases awareness among employees regarding their rights and expectations in the general performance and

their inputs (Bashir *et al.*, 2011). The findings from our study shows that both employees with secondary education those with tertiary education were both satisfied with extrinsic and intrinsic job satisfaction factors. Specifically employees with secondary education who are working as supporting staff (non academic) were more satisfied than the member of the academic staff. The findings are in consonance with Bashir *et al.*, (2011) findings in Pakistan who posited that education level and exposure can be a predictor of job satisfaction level, and therefore perception regarding job satisfaction is significantly different among the ranks.

7. CONCLUSION, IMPLICATIONS AND LIMITATION

This study concludes that intrinsic factors have a greater influence on job satisfaction than extrinsic factors; the findings are consistent with Herzberg's (Herzberg *et al.*, 1959, Herzberg, 1966). And in line with similar studies with the same conclusions (Bassell-James and Lloyd, 2005; DeShields *et al.*, 2005; Locke and Whitting, 1994; Martins and Coetzee, 2007; Buitendach and Rothman, 2009; Ssesanga and Garret, 2005; Abagure, 2014). Thus the Herzberg's theory extends its durability. Demographic factors (Age, gender and education) were also found to influence job satisfaction differently.

Our findings have strong implications as revealed by the study. For instance, demographic factors indicates that male employees were more satisfied with intrinsic job satisfaction factors than female employees. It is therefore recommended that specific programs should be designed to enhance the experience and address the existing perception differences. Regular feedback to employees can also be instrumental in addressing the situation.

Moreover, the findings reveal some differences in intrinsic and extrinsic job satisfaction factors with different age groups. To be specific intrinsic job satisfaction factors showed positive linear relationship between chronological age groups, where as extrinsic job satisfaction factors varies among different age groups. This implies that management should implement human resource strategies that not only satisfy organizational objectives but also satisfy employees' needs. In particular managements need to pay attention to the following issues that influence employees' satisfaction and a sense of wellbeing;

- Effective communication about company performance and the employees roles on this
- Employees' satisfaction and a sense of being treated fairly especially with regard to performance appraisal methods
- Employees pay and benefits, security of tenure and career development opportunities
- Involvement of employees in decisions affecting their jobs
- Work life balance and
- The job recognition and sense of achievement from accomplishing the job (Bowen, Gilliland and Folger, 1999; Kotze, 2004; Purcell *et al.*, 2003; Martins and Cloetsee, 2007).

Limitation

Although the findings of this study found the MSQ to be reliable and confirm the two-factor structure. The fact that, a small sample of the respondents were involved and restricted to a single organization the results limit the possibility of generalizing the findings to the entire Tanzania Public Service organizations. Future research endeavor could focus on extending survey of this nature to a wider range of organizations to include more diverse respondents. However, despite the highlighted limitations this study findings offer the modest contributions to the ever expanding knowledge on job satisfaction in the Public Sector in Sub-Saharan Africa (SSA).

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