

Human Resource Policy as a Correlate of Job Satisfaction among Lecturers
in the Faculty of Humanities and Social Sciences at
Makumira University, Tanzania

Valentine Mathias Tarimo

Dip in Ed (Marangu TTC); B.Ed. (Makumira University)

2011/HD04/3113T

Dissertation Submitted to Directorate of Research and Graduate Training in
Partial Fulfillment of Requirements for the Award of the Degree of
Masters of Arts in Educational Policy and Planning of
Makerere University

September, 2014

Declaration

This research dissertation is my own original work and has not been presented to any other university for a similar award before

Signed

.....

Date

Valentine Mathias Tarimo

(Researcher)

Approval

This is to certify that this researcher report has been written under my supervision and now is ready for submission to Graduate School, Makerere University with my approval

Signed.....

Date.....

Dr. Joseph Kimoga

(Supervisor)

Signed.....

Date.....

Dr. Jude Ssempebwa

(Supervisor)

Dedication

This research dissertation is dedicated to my late parents Mr. Mathias James Tarimo and Mrs. Neema Mathias Tarimo whose aspirations, care, encouragement, generosity, guidance and love I miss dearly. In my heart you remain forever, May God rest your souls in eternal peace. Amen!

Acknowledgements

First and foremost, I would like to express my innermost gratitude to God for his wonderful mercy and grace that was with me before and after joining Makerere University. It was only through his grace that I was able to accomplish Masters of Arts in education Policy and Planning degree. I am indebted to thank Prof. Emil Karafiat and Luzia Schwegler, for providing financial support for my studies.

Special thanks go to my supervisors Dr. Joseph Kimoga and Dr. Jude Ssempebwa who worked hand in hand with me for the success of this dissertation. Their advice was greatly helpful and useful that made this dissertation more successful. My grateful thanks go to Dr. F. E. Bakkabulindi for providing me with technical assistance on statistics and reviewed my work together with Prof. Austin Ezenne and Dr. Catherine Nabayego whose comments improved my dissertation.

Also I wish to acknowledge with gratitude all lecturers in the Faculty of Humanities and Social Sciences at Makumira University who participated in the survey, since without their cooperation this work would not have been possible. Lastly, I would like to convey my sincere gratitude to my family for their prayers and words of encouragement during this academic journey of two years at Makerere University.

Table of Content

Declaration.....	ii
Approval.....	iii
Dedication.....	iv
Acknowledgements.....	v
Table of Content.....	vi
List of Figures.....	x
Abstract.....	xi
Chapter One: Introduction	1
1.0 Introduction.....	1
1.2 Statement of the Problem.....	7
1.3 Purpose.....	8
1.4 Objectives	8
1.5 Research Questions	8
1.6 Research Hypotheses	8
1.7 Scope.....	9
1.8 Significance.....	9
Chapter Two: Literature Review	11
2.0 Introduction.....	11
2.1 Theoretical Review	11
2.2 Conceptual Framework.....	14
2.3 Related Literature.....	15
Chapter Three: Methodology	21
3.0 Introduction.....	21
3.1 Research Design.....	21
3.2 Population	21
3.3 Sample Size.....	22
3.4 Sampling Strategies	22
3.5 Data Collection Method.....	23
3.6 Data Collection Instrument.....	23
3.7 Quality of Data Collection Instruments	24

3.7 Procedure	26
3.8 Data Management	26
Chapter Four: Data Presentation, Analysis and Interpretation	28
4.0 Introduction.....	28
4.1 Background Information of the respondents.....	28
4.2 Description of the dependent variable: Job satisfaction	33
4.3 Variations of dependent variable with background variables in the study	39
4.4 Description of independent variable: Rewards policy	47
4.5 Preliminary Testing of Hypotheses.....	56
4.6 Confirmatory Testing of Hypotheses.....	59
Chapter Five: Discussion, Conclusions and Recommendations	63
5.0 Introduction.....	63
5.1 Discussion.....	63
5.2 Conclusion	66
5.3 Recommendations.....	58
References.....	69
Appendix A: Questionnaire	63
Appendix B: An introductory letter.....	69

List of Tables

Table 3.1: Cronbach’s Alpha Values	25
Table 4.1: Distribution of respondents by sex	28
Table 4.2: Distribution of respondents by age group.....	29
Table 4.3: Distribution of respondents by marital status	29
Table 4.4: Distribution of respondents by level of education	30
Table 4.5: Distribution of respondents by academic rank	30
Table 4.6: Distribution of respondents by lecturing experience	31
Table 4.7: Distribution of respondents by nature of their job.....	31
Table 4.8: Distribution respondents by basic salary per month.....	32
Table 4.9: Respondent self- rating on recognition.....	33
Table 4.10: Descriptive statistics of the respondents’ self- rating on recognition.....	34
Table 4.11: Respondents rating on job advancement	35
Table 4.12: Descriptive statistics on respondents self-rating on job advancement	36
Table 4.13: Respondents self-rating on co-worker satisfaction.....	37
Table 4.14: Descriptive statistics on respondents’ self- rating of satisfaction of co-workers	38
Table 4.15: Descriptive statistics on respondents’ self- rating on job satisfaction.....	39
Table 4.16: Descriptive statistics and student t - test on how sex relates to job satisfaction.....	40
Table 4.17: Descriptive statistics and ANOVA on how job satisfaction relates to the age of the respondent	41
Table 4.18: Descriptive statistics and ANOVA on how job satisfaction varies with one’s marital status	42
Table 4.19: Descriptive statistics and ANOVA on how job satisfaction varies with respondent .. educational level	43
Table 4.20: Descriptive statistics and ANOVA on how job satisfaction relates to the academic .. rank of the respondent.....	44
Table 4.21: Descriptive statistics and ANOVA on how job satisfaction varies with lecturing .. experience of the respondent.....	45
Table 4.22: Descriptive statistics and ANOVA on how job satisfaction varies with the nature of the job of the respondent	46
Table 4.23: Descriptive statistics and ANOVA on how job satisfaction relates to respondent's ... monthly basic salary	47
Table 4.24: Respondents self-rating on pay policy.....	48
Table 4.25: Descriptive statistics on respondents self-rating on pay policy.....	49
Table 4.26: Respondents self-rating on promotion policy.....	50
Table 4.27: Descriptive statistics on self-rating on promotion policy	51

Table 4.28: Respondents self-rating on on-the-job training	52
Table 4.29: Descriptive statistics on respondents self-rating on on-the-job training	53
Table 4.30: Respondents self-rating on off-the-job training.....	54
Table 4.31: descriptive statistics on respondents' self-rating on off-the-job training	55
Table 4.32: Descriptive statistics on respondents' self-rating on training policy.....	56
Table 4.33: Pearson's Linear Correlation between Pay Policy and Job Satisfaction	57
Table 4.34: Pearson's Linear Correlation between Promotion Policy and Job Satisfaction	58
Table 4.35: Pearson's Linear Correlation between Training Policy and Job Satisfaction.....	59
Table 4.36: Mode Summary	60
Table 4.37: Regression Model Summary.....	60
Table 4.38: Regression Coefficient.....	61

List of Figures

Figure 1: Conceptual Framework for the study of relationship between rewards policy and job satisfaction.....	11
---	----

Abstract

The purpose of the study was to assess the correlation between human resource policy and job satisfaction among lecturers in the Faculty of Humanities and Social Sciences (FHSS) in Makumira University. The study was carried out in six departments namely; Education, Geography, History, Information Technology, Languages and Music. The study hypotheses were: (H₁) Pay policy was positively correlated with employee job satisfaction, (H₂) Promotion policy was positively correlated with employee job satisfaction and (H₃) Training policy was positively correlated with employee job satisfaction. The study employed correlational cross-sectional design. A sample size of one hundred respondents was randomly chosen from six departments in FHSS to take part in the study. Though, data collection period collided to the University holiday calendar, only seventy three respondents were assessed. A self-administered questionnaire was used to collect information from respondents. The collected data were analysed by Statistical Package for Social Scientists (SPSS) using, Independent t- test and Fisher's Analysis of Variance (ANOVA) to determine whether demographic variables varied with employee job satisfaction. Karl Pearson's Linear Correlation Coefficient and Multiple Regression Analysis approach were undertaken to assess the correlation between pay, promotion, training policies and employee job satisfaction.

The study results indicated that, hypothesis one (H₁) and hypothesis two (H₂) were not supported by the findings. Further, hypothesis three (H₃) were supported by the findings that training policy was statistically significantly positively correlated with employee job satisfaction in Makumira University. The study concluded that, pay and promotion policies were not significantly correlated with job satisfaction thus should not be given much emphasis. The emphasis and priority should be given to the training policy which found to be a significant and

the only predictor influenced the employee level of job satisfaction. The study recommended that for Makumira University management is to increase level of job satisfaction of lecturers' pay and promotion policies should not be given the upper hand since it had found no significant correlation with lecturers' job satisfaction level. However, much attention and focus should be on provision of both off-the-job and on-the-job training programs since it had significant relationship with employee job satisfaction. For future studies related to the study the researcher recommended that, future researchers to employ more relative large sample, qualitative paradigm and the current study has been carried in a private university in Tanzania, hence future researchers could consider public universities in Tanzania for contrast purpose.