The Role of Manager on Employee's Satisfaction in an Organization: A Case of Mount Meru University and Arusha Institute of Accountancy

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Author's contribution

The sole author designed, analyzed, interpreted and prepared the manuscript.

Short Research Article

ABSTRACT

The aim of this article was centered on the roles of managers on employee's job satisfaction in an organization. In this study, cross section research design was used because participants are many and was unable to study all of them, but some was selected using random sampling techniques. It refers to the process of getting an understanding of a topic without including the entire population. The data was collected, collated and analyzed using questionnaires and SPSS from Institute of Accountancy Arusha and Mount Meru University.

According to the study employees are not satisfied with treatment they receive from managers, not happy with the present fringe benefit they receive, not happy even with their future fringe benefit and income they are likely to receive. The findings indicated that, employees are not satisfied with the recognition they get from managers, the issues concerning workshops and training opportunities, employees are not satisfied with the organization and opportunities available for them. This can be supported by Delery and Shaw (2001) that, there is general three agreement that "(1) human capital can be a source of competitive advantage, (2) that HRM practices have the most

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direct influence on the human capital of a firm, and (3) that the complex nature of HRM systems of practice can enhance the inimitability of the system, when discussing the theory of Strategic HRM and Resource Based Theory. Recommendations have been made to encourage managers to play their role in ensuring employees job satisfaction in higher learning institutions. Future studies of teacher's job satisfaction should be conducted among collages both public and private ones. The research did not exhaust all the job satisfaction aspects or factors that the previous researchers and theorists identified.

1. INTRODUCTION

Job satisfaction is about the feeling of the nature of the job. In order for can organization to be successful, it must continuously ensure the satisfactorily of their employees [1]. The happier the workers, the more satisfied they are, as a satisfied worker is also a productive worker. Organization with more satisfied employees tends to be more effective as workers are motivated and committed to work for the organization [2].

Machado-Taylor et al. [3] found that job satisfaction and motivation among academic staff play an important role in contributing to positive outcomes in the quality of the institutions and the students' learning. This is true, because the success of a university relies on the academic workforce. Khalid et al. [4] believe that universities are known as the highest source of knowledge where the future workforce is trained to become experts in various fields.

Job satisfaction wa not a new phenomenon in organizational science and organizational behavior [5-8]. It is one of the topics that have drawn interests among scholars in the field [9,10]. Many studies have been done on this particular topic for over six decades now and thousands of articles have been published [11]. However, most of the studies have been done in the developed counties such as United States of America, United Kingdom, Canada and New Zealand but a few studies have been undertaken in the developing countries.

Staff plays a vital role in determining the success of the vision and mission of a university. This is supported by Bentley et al. [12] who agree that a high quality academic staff is the source of successful education system. Therefore, it is important to pay attention to job satisfaction of the teaching staff [13,14]. A positive and healthy university structure results in increased academic staff's job set. A healthy university environment will not only increase the job satisfaction of academic staff, but it will at the same time improve the learning environment and increase the productivity of the university.

The level of individual's job satisfaction is affected by intrinsic and extrinsic motivating factors, the quality of supervision, social relationships within the working group, and the degree to which the individual succeeds or fails in their work [15]. In the case with academic staff both intrinsic and extrinsic factors affect their satisfaction. Further studies suggest that teachers put more emphasis on intrinsic satisfaction (Place, 1997), but other studies suggest a mix findings of intrinsic and extrinsic satisfiers are the best predictors of teachers' job satisfaction [12,16]. Their intrinsic satisfaction comes from teaching activities and responsibility, while, extrinsic factors have been associated with academic staff's satisfaction, including salary, perceived support from supervisors and co-workers, and availability of university resource, among others [17-21]. Researchers concluded that motivated and satisfied academicians are more likely to show up for work, have higher levels of performance and will stay with their education organization [15]. At the same time they show better level of motivation and better work ability.

In Tanzania few research were done on job satisfaction in areas of health to compare the job satisfaction and intention to leave of different categories of health workers in Tanzania, Malawi, and South Africa [22]. Another research was done to examine the determinants of job satisfaction for professional accountants and the influence of co-workers, pay, promotion, supervision, the work itself, age, and gender on the job satisfaction of Tanzanian Certified Public Accountants (Tanzanian CPAs) [23-26]. With all research done in different areas of professional, there are no specific researches done on employee satisfaction in higher learning institutions both private and public learning institutions.

The purpose of this study was to observe the relationship between managers and employees and to examine the role played by managers on employee satisfaction. The study therefore tries examine the role played by managers on employee`s satisfaction specifically in higher learning institutions. The following independent variables was used to measure the level of job satisfaction; Interpersonal role, Information role, Decision role, Supporting staffs, Setting goals, Reinforcing staffs, Recognizing, Rewarding, Ensuring safe working environment and Communication. The study had te following objectives; to determine if there are supports given to staff members to reach beyond their current grasp and Investigate the extent to which job satisfaction is achieved through effort done managers in ana organization. .

2. METHODS

The research design used was cross sectional research design, since the study sought to use respondents once a time after getting data about the study. Consequently, this study aimed to come out with accurate results since effort and financial resources were concentrated on a small area. (Showkat. 2017) defined research design as a plan or blue print according to which data was collected to investigate the research hypothesis or question in the most economical manner. Welman.et.al, [27] defines research design as a plan according to which research participants were obtained and how information was collected from them. In the study design the researcher describes what he/she did with participants in order to be able to reach a conclusion about the research problem. Therefore cross-sectional studies whose samples had drawn in such a way had been representative of a specific population.

2.1 Study Population

According to [27], the study population is the group of which individuals used in a study. Therefore, the researchers selected study sample Mount Meru University and Institute of Accountancy Arusha.

The study was conducted through using different categories of subjects. Simple random sampling used to select respondents. The categories included Teaching and Non-teaching staff.

2.2 Respondents Profile in the Study Area

2.2.1 Sampling procedure

Sampling procedure according to [27] was a part of the population which studied in order to make inference about the whole population. This was applicable when the population was relatively large and physically not accessible. A researcher surveys only a sample that presents the population of the same basic characteristics from which was drawn. The option of selecting a sample to represent the population understudy took because of limited resources and time to cover the entire population studied. The study was not only involving different categories of respondents but also different sampling techniques to get the respondents.

2.2.2 Simple Random Sampling

Simple random sampling was a probability sampling; it was used to select 140 community members (Showkat. 2017). Simple random sampling was applied because every unit of the population had equal chance of being included to form a sample size, it easier to conduct, the degree of sampling error was low, and the method used in conjunction with other methods in the probability sampling.

3. RESULTS

3.1 Satisfied Professional Ability

Professional here means specialization, qualifications, and skills employees have in doing their job. The following were the results from respondents (Tables 1,2).

Table 1. Respondents profile in the study area

Institution	Teaching staff	Non-teaching staff	Total
IAA	50	20	70
MMU	50	20	70
Total	100	40	140

Source: Survey data, 2022

Table 2. Satisfied professional ability

Categories	Frequency	Percent
Strongly Agree	17	13.3
Agree	14	10.9
Neutral	33	25.8
Disagree	53	41.4
Strongly Disagree	11	8.6
Total	128	100.0

Source: Field Data, 2022

From the above table and statistical analysis 17 respondents out of 128 who are 13.3% of all respondents who responded to this question said that "strongly agree" that they are satisfied with the professional ability they have in doing their job. Many of this group is doctors and professors who seem to be okay with the experience, knowledge and educational level they have in doing their job. Also 14 respondents who are 10.9 % of all who responded to this question agreed that they were satisfied with the professional ability they have in doing their work. Furthermore, 33 respondents who are 25.8%they were neutral which means they are not sure whether satisfied or not. 53 respondents which are about 41.4 % of all respondents to this question disagree that they feel satisfied with professional they have in doing their job. Many of these are those with first and second degree who still want to go for further studies and develop them. And 11 respondents, about 8.6% strongly disagreed that they feel satisfied with professional ability they have in doing their job. The analysis above indicates that 64 respondents who are about 50.0 % of all respondents they disagree with satisfaction they have over their professional ability in doing their job. Also 31 respondents about 24.2 % agree with the professional ability they have in doing their job.

3.2 Corporations from the Management Team

The designing of this question serves the purpose of knowing if at all employees are happy with the corporation they receive from the management team. Employees use to complain on the corporation they receive by saying that they are not positively considered and attentively listened by management team. Here are the results from the finding (Table 3,4):

From the above statistical data, 3 respondent who are 2.1% of all who respondent to this question have strongly agreed they are happy with the corporation they receive from the management team. About 6 respondent equal to 4.3% of all respondents agreed with corporation they receive from management team. 44 respondents about 31.4% were neutral to the notion of corporation they receive from management team. 67 respondents who are 47.9 % disagree with the corporation they receive from management team. On the other hand 20 respondents about 14.3% were strongly disagreed with the corporation they receive from management team. From the findings above, 87 respondents who are about 62.2 % of all respondents disagree with the being happy with corporation they receive from management team. With this obviously there shall no job satisfaction by employees.

Table 3. Corporations from the management team

Category	Frequency	Percent
Strongly agree	3	2.1
Agree	6	4.3
Neutral	44	31.4
Disagree	67	47.9
Strongly disagree	20	14.3
Total	140	100.0

Source: Field Data, 2022

3.3 Satisfied with the Autonomy in Making Decisions

The question was designed for the purpose of knowing if there is satisfaction with autonomy given to employees regarding decisions made over daily tasks. Employees need freedom over their tasks without intervention by management which sometimes led to frustrations and lack of satisfaction. The results after this question.

Table 4. Satisfied with the autonomy in making decisions

Categories	Frequency	Percent
strongly agree	11	7.9
agree	22	15.7
neutral	33	23.6
disagree	18	12.9
Strongly Disagree	84	60.0
Total	140	100.0

Source: Field Data, 2022

From the statistics above, the observation is that 11 respondents about 7.9 % of those responded to this question strongly agree that they are satisfied with the autonomy they have in making

decision over their daily tasks. Also 22 respondents which are about 15.7%of all respondent who responded to this question have agreed that they are satisfied with the autonomy they have over their daily tasks. 33 respondents about 23.6 % were neutral regarding the autonomy they have over their daily tasks. 18 respondents about 12.9 % of all respondents responded to this questions disagreed with the satisfaction they have over autonomy they have over their daily tasks.

3.4 Opportunities for Workshops Organized

The question was asked for the purpose to wanting to know if there are workshops organized by managers of higher learning institutions and that they are opportunities for their skills development. As regard to this question the following were the results (Tables 5,6).

Table 5. Opportunities for workshops organized

Categories	Frequency	Percent
Agree	12	8.5
Neutral	55	39.0
Disagree	50	35.5
Strongly Disagree	23	16.3
Total	140	99.3
	140	100.0

Source: Field Data, 2022

From the above findings, 12 respondents equal to 8.5 % have strongly agreed that they are happy with workshop opportunities organized by the institution. 55 respondents about 39.0% are neutral with the workshop opportunities offered by their institutions. 55 respondents who are about 35.5% of all respondents disagreed that they are happy with workshop organized by the institution and 23 respondents about 16.3% have strongly disagreed that they are happy with the workshop opportunities organized by their institutions. From these statistics many respondents about 95 which are about 74.4% are neutral or disagree with the satisfaction over opportunities organized by their institutions.

3.5 Working Condition Given to You by Managers

This question was asked for the main aim of seeking to know if employees are satisfied with

the working condition given to them by their managers. This is because most of the time employees do complain over the working condition they are provided with by the management. The following are the results.

Table 6. Working condition given to you by managers

Categories	Frequency	Percent
strongly agree	10	7.1
agree	21	15.0
neutral	30	21.4
disagree	61	43.6
strongly disagree	18	12.9
Total	140	100.0

Source: Field Data, 2013

From the above view, 10 respondents about 7.1% of those who respondent to this question strongly agreed that they are satisfied with the working condition they have. About 21 respondents who are 15.0% percent of all responded to this question agreed that they feel satisfied with the working condition they have too. 30 respondents about 21.4 percent are neutral with this statement and 61 respondents who are about 43.6%disagree that they are satisfied with the working condition they have. Lastly 18 respondents who are 12.9% are strongly disagreeing with being satisfied with the working condition they currently have.

3.6 Regulation and Laws

This question was meant for the purpose of wanting to know if employees are happy with the laws and regulations governing their employment. This is because employment contracts are governed by employment laws and regulation which determine the types of employment the employee has and how employee and employer can be protected by the same laws.

Another aim was also to know if employees are aware and satisfied with the regulation and laws especially when it comes to stop working with the employer, dismiss and terminating the contract. Are they happy with protection they receive or no. The following were the result from respondent who responded to this question.

The above findings indicates that, 29 respondents which is about 36.2% of all who respondent to this question do strongly agree that they are satisfied with the regulation and

laws governing employment contracts. About 34 respondents who is 42.5% percentages of all whom respondent to this question agreed with the satisfaction that they have over the regulation and laws that protect them from being fired or dismissed from job. On the other hand, 7 respondents which are about 8.8% of who respondent to this question argued that they are neutral, which means they neither satisfied nor dissatisfied with the regulations. Another 10 respondent which is about 12.5% of all respondents said that they disagree with being happy with the laws and regulation that protect them from being fired and dismissed from job (Table 7,8).

Table 7. Regulations and laws

Categories	Frequency	Percent
Strongly Agree	29	36.2
Agree	34	42.5
Neutral	7	8.8
Disagree	10	12.5
Total	80	100.0

Source: Field Data, 2022

Table 8. Teaching is an interesting job

Categories	Frequency	Percent
Strongly Agree	20	20.2
Agree	43	43.4
Neutral	28	28.3
Disagree	6	6.1
Total	97	98.0
	99	100.0

Source: Field Data, 2022

3.7 Corporation from My Workmates

This question was asked for the purpose of knowing if there is corporation among employees themselves. This is because it has been noticed that in some organizations and institutions workers themselves don not have corporation. They work independently without considering others and sometimes there are cases that bring conflict among themselves. So asking this question will reveal the situation within higher learning institutions. The following were the results got from the field.

From the above statistical data, it shows that 29 respondents who are 23.6% of all who respondent to this question were strongly agreeing that they are happy with the corporation they receive from other coworkers. Also 30 respondents about 24.4% also agreed being

happy with corporation they receive from other coworkers. Furthermore, 47 respondent who are 38.2% of all who respondent to this question were neutral to this question. 8 respondents about 6.8 percent disagreed that they are happy with the corporation they receive from other coworkers. Other 3 respondents about 2.4% of all respondents to this question were strongly disagreed that they are happy with the corporation they receive from coworkers (Table 9).

Table 9. Corporation from workmates

	Frequency	Percent
Strongly Agree	29	23.6
Agree	30	24.4
Neutral	47	38.2
Disagree	8	6.5
Strongly Disagree	3	2.4
Total	117	95.1
	123	100.0

Source: Field Data, 2022

3.8 Fringe Benefits

This question was designed to serve the purpose of wanting to know whether the respondent is happy with the present fridge benefits that he/she receives. The aim is to find out if they are happy obviously there was job satisfaction but if not happy there is job dissatisfaction. The respondent of this question were 60, forty three (43) from Mount Meru University and seventeen (17) from Institute of accountancy Arusha. The Table 10 shows statistically the response given from the two institutions.

Table 10. Fringe benefits

Categories	Frequency	Percent
Agree	2	3.3
Neutral	18	30.0
Disagree	30	50.0
Strongly Disagree	10	16.7
Total	60	100.0

Source: Field Data, 2022

From the above findings, it shows that two respondent which is about 3.3% of all who responded to this question agree that they were happy with fringe benefit they receive from the institutions. Also 18 respondent which is also about 30.0% of all respondent, have shown that they are neutral meaning that they are neither happy nor unhappy with the present fringe benefit. About 30 respondents who are about

50% of all respondent have disagreed that they are happy with the present fringe benefit. Ten (10) respondents which is 16.7% of those who respondent to this question also argued that, they are strongly disagreeing that they are happy with the present fringe benefit.

3.9 The Monthly Salary is Sufficient

This question was purposely asked for the purpose of knowing from respondents if the salary given to employee of higher learning institutions to meet all the important expenses. This is because employees do complain over the insufficient salary they receive monthly that do to cuter for their daily needs. The following were the results as regards to respondents (Table 11):

Table 11. The monthly salary is sufficient

Categories	Frequency	Percent
Neutral	3	2.1
Disagree	56	40.0
Strongly disagree	81	57.9
Total	140	100.0

Source: Field Data, 2022

From the descriptive statistics above, the responding to this question seem to lay one side only of almost all who responded to this question. About 3 respondents equal to 2.1 % of those responded to this question assumed neutral response. 56 respondents about 40.0 % disagree with the question that the monthly salary is sufficient for them to meet important expenses. Also 81 respondents which are about 57.9 % have strongly disagreed that the monthly salary is sufficient to meet important expenses. From these findings it shows that almost 137 of all responded equal to 97.9% percent disagreed that the monthly salary is sufficient to meet important expenses.

4. DISCUSSION

Large number of respondents disagreed with corporation they receive from the management. About 62.2 % of all respondents disagreed with being happy with corporation they receive from managers. Employees are not satisfied with the opportunities they have for workshops organized by the organization. Statistically about 74.4% are neutral or disagree with the satisfaction over opportunities organized by their institutions.

About 78.7%, are satisfied with laws and regulation that protect them from being fired and dismissed from job. The results shows 63.5% of all respondents agree and see teaching as an interesting job to them. The findings also show that 48.0% percent are happy with the corporation they receive from the coworkers.

From the findings 67.7% are not happy with the present fringy benefit they receive from their institution. Also 97.9% percent disagreed that the monthly salary is sufficient to meet important expenses. About 68.6% percent disagreed with being happy with the future fridge benefit. This normally leads to dissatisfaction of employee.

5. CONCLUSION

Managers do not effectively play their role to the point of supporting in doing their work. Most of the time employees do complain about how managers treat them in course of their employments and in fulfilling their duties.

Despite of the great importance of managers in public and private higher learning institutions does not put emphasize in ensuring that they play their role. According to the views from this research, employees are not satisfied with treatment they receive from managers. They are not happy with the present fringe benefit they receive, not happy even with their future fringe benefit and income they are likely to receive.

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DISCLAIMER

This paper is an extended version of a Thesis document of the same author.

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COMPETING INTERESTS

Author has declared that no competing interests exist.

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