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The Effect of Training and Development and Employee Relations on Job Satisfaction: A case study of Tanzania Public Service College

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Abstract

This paper examines the effect of training and development and employee relations on job satisfaction in Tanzania Public Service College (TPSC). Training and development and employee relations were tested against job satisfaction. A total of 100 respondents from Tanzania Public Service College (TPSC) participated in the study. The study used correlation and regression analysis for data analysis. The findings indicate that Training and development and employee relations are positively related with job satisfaction and they are indicating strong contribution to job satisfaction. This study is adding empirical knowledge on the effect of training and development and employee relations on job satisfaction in Public sectors. Suggestions are made for further research to increase job satisfaction among employees.

Keywords: Training, Development, Employee relations, Job satisfaction.

Introduction

Job satisfaction is evaluative judgment of psychological and environmental situations that make a person happy with the job and create positive emotional state regarding the experiences, attitudes and beliefs about the job (Han & Kakabadse, 2009). Job satisfaction is simply defined as the degree of positive emotions that belongs to an employee (Currrivan, 2000). For Goris et al. (2000) mentioned five main facets of job satisfaction which include the work itself, quality of supervision, relationships with fellow employees, pay and promotion opportunities.

Job satisfaction is most important prerequisite for organization high productivity, performance and competitiveness in the world of organizational competition (Mpeka, 2012). Managers strive so much to enhance job satisfaction to their employees in order to foster maximum performance and achievement of organizational goals (Koys, 2001; Johnson, 2000).

It is discovered that, the satisfied employees are more cooperative and diligent to enable organizations to achieve its goal and survive in the competitive edge (Mpeka, 2012). On other hand, dissatisfied employees are less cooperative, inefficient, and having high rate of absenteeism, turnover and always engaging in the strike.

Training and Development on Job Satisfaction

Training is the process of imparting knowledge and skills to improve employee performance, while development is an effort of providing abilities to an employee for future organizational needs (Mejia, Balkin & Cardy, 2010).

Training and development correlate with job satisfaction, since training and development help employees to be more competent in performing their tasks and reduce performance deficiency (Shinids and Bouris,2000). For Thang and Buyens(2008) noted that training and development enhance superior skills, knowledge, attitudes and behavior of the employees that, in return enhance both financial and non financial rewards to both employees and organization, on other hands contribute positively job satisfaction.

Employee Relations and Job Satisfaction

Employee relations play important role in establishing and maintaining employment democracy. Better employment democracy enhances favorable environment which consequently leads to job satisfaction among employees (Azim et al, 2010).

Employee relations refer to either the relationship between the state and the employers and the employees' organization or the relationship between the occupational organizations themselves. Employee relations have a strong association with job satisfaction. Employee relations can enhance the economic status of the workers and provide opportunities for employees to have a say in the management and involve in decision making process which in turn enhances job satisfaction to the employees (Appelbaum et al, 2013).

On the study conducted by Gill (2008) on the effect of trust on employee's job satisfaction and dedication, it was found that there is high degree of relationship between trust as the part of employee relations and job satisfaction. This signifies that an employee who fulfills trust as one of psychological need of human being tends to have high job satisfaction and committed to remain with an organization. For Luddy (2005) in the study about job satisfaction among employee conducted at the Public health institution in the Western Cape indicates that there is close relationship between job satisfaction and employee relations. This leads employees to have greater performance and committed to remain with an organization.

Public Service Report (2005) indicates glaring issues in the delivery of public service in Tanzania. Although the Government has initiated several projects and reforms programs to modernize and improve the quality of Tanzania public service, it shows that there is little improvement. The report further states that there are several public sectors which lag behind general expectations of the customers. Moreover, the report indicates many citizens complain at alarming rates about dissatisfaction with the services they are provided. Citizens' dissatisfaction is due to long service delivery times as a result of the absence of the key service providers, also the report indicates high level of absenteeism in the public sectors. According to Malhotra and Mukherjee(2004), job satisfaction and organizational commitment have significant impact on the service quality delivered. Poor service delivery among public servants, justifies employees are lacking job satisfaction and should be mechanism to make them to meet customer expectations.

The employees who are not satisfied with their jobs, they tend to be ineffective, less cooperative and experience high rate absenteeism, turnover and always they like to engage in strike and sabotage (Hurley and Estelami, 2007; Testa and Miller, 2009; Feather and Rauter, 2004; Gonzalez and Garazo, 2006).

Over the past years in the context of Tanzania, several researches have been carried out on job satisfaction and their contributing factors. Ngimbudzi (2009) for example, has carried out a study on the factors that are associated with the teacher's job satisfaction and the result indicated that teachers were satisfied with social benefits, meaningfulness of job support from administration. Another study carried by Mpeka (2012) on the level of job satisfaction 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). The outcome indicated that co-workers, pay promotion, supervision, and work itself have significant influence on the job satisfaction.

Based on the report and literatures, Tanzania public servants are experiencing dissatisfaction with the jobs (Tanzania Public Service Report, 2005; Hurley and Estelami, 2007; Testa and Miller, 2009; Feather and Rauter, 2004; Gonzalez and Garazo, 2006).

Recently, there is shortage of studies that have examined the influence of training and development and employee relations on job satisfaction.

It would be a mistake for Ministry of Public Service Management to ignore on the issue of enhancing job satisfaction to its staff if it is expecting to attain big result in delivering of service to the citizens. The significant programs for enhancing job satisfaction are training and development and employee relations (Thang and Buyens2008; Gill 2008).

Therefore, this study examined the influence of training and development and employee relations on job satisfaction. Since Tanzania Public Service Management is facing problems related to job satisfaction (Tanzania Public Service Report, 2005). The study had chosen Tanzania Public Service College as the case study.

Material and Methods

The Study Setting

The data reported in this study were collected to determine the influence of training and development and employee relations on job satisfaction. The study was carried at Tanzania Public Service College between April and June 2011. Selection of the case study was considered two factors. First Tanzania Public Service College is included in the Public Service Reform programs (PSRP phase one 2000-2007 and phase two 2008-2012) which started to be implemented from 2000. The reforms aimed to improve service delivery and regulatory functions in ministries, departments, and agencies. Second, TPSC has the features to be selected to represent Ministries, Departments and Agencies.

Research Design

The study was designed to facilitate better understanding of the influence of training and development and employee relations on job satisfaction. Research design enhances intensive observation and investigation of such influence in the unit of study (Kothar, 1990).

Sample Size and Sampling Techniques: The sampling frame includes all academic and non-academic staff of Tanzania Public Service College. Following Sekaran (2003) suggestion, out of 135 staffs, 100 staffs were randomly chosen as a sample. The study used Descriptive analysis for data collected. This approach made easy to describe the important features of the data in this study. Eventually, the profile and perception of respondents towards training and development and employee relations on job satisfaction were effectively described. The selection of respondents considered the gender, age, education, seniority and other aspects.

Table 5.1: Demographic Characteristics of the Participants

Description	Frequency	%	Mean	Std. Dev	Median	Min	Max
Gender							
Male	52	52.0					
Female	48	48.0					
Total	100	100					
Age							
Total response	100	100	33.49	8.03	32	21	55
Marital Status							
Single	31	31.0					
Married	60	60.0					
Divorce	9	9.0					
Total	100	100					
Academic Qualification							
High School	4	4.1					
Certificate	7	7.0					
Diploma	17	17.0					
First Degree	26	26.0					

Master	30	30.0					
PhD	16	16.0					
Total	100	100					
Position							
Consultant	4	4.0					
Assoc.							
Professor	8	8.0					
Senior							
Lecturer	9	9.0					
Lecturer	11	11.0					
Assist.							
lecturer	10	10.0					
Tutor	14	14.0					
Tutorial							
Assist	11	11.0					
Coordinator	1	1.0					
Librarian	2	2.0					
Marketing							
manager	2	2.0					
Accountant	5	5.0					
HR	3	3.0					
Computer							
technician	2	2.0					
Secretary	8	8.0					
Office							
Attendant	10	10					
Total	100	100					
No. of years in present position							
Total							
response	100	100	5.22	4.10	4	1	21
No of years with present organization							
Total							
response	100	100	6.40	4.59	5	1	22

Research data 2011

Data Collection Tools

The questionnaire was prepared in English. The five page questionnaire consisted of three sections. Section 1 asked about the HR practices. There are twenty four items in this section. Section 2 which consists of six items asked respondents' job satisfaction. The last section, section 3 of sought the demographic characteristics of the participating staff and their respective organization. The instruments indicate the degree of agreement or disagreement of the respondent with human resource management practices and job satisfaction. Example; my organization provides formal training to promote skills to new hires; Employees are given the opportunity to suggest improvements in the way things are done.

Data Analysis and Presentation

To answer the objective of the study descriptive statistics were employed and the relationship of independent and dependent variables were tested using correlation analysis. Regression analysis was done to test the ability of Training and development to predict the level of job satisfaction. The findings obtained throughout data analysis were presented in tables and figures.

Abbreviations of the Terms: Within this study; TPSC stands for Tanzania Public Service College, MDAs stands for Ministries, Department and Agencies, PSRP stands for Public Service Reform Programs.

Results and Discussion

Demographic Characteristics of the Participants

Table 5.1 indicates the demographic profile of the participants from Tanzania Public Service College. From the data analysis, it is noted that, 31% of the respondents were single; 52% of all the participants were male; 48% were female; 60% were married; 9% were divorce and the average age of all participants was 33 years old. Also it is indicated that 4.1% of the respondents had certificates; 17% had diploma, 26% had first degree; 30% had master degree; and 16% had PhD. Moreover, from all participants, it is indicated 4% were consultants; 8% were Associate professor; 9% were Senior lecturers; 11% were lecturers; 10% were Assistant lecturers; 14% were Tutors, 11% Assistant Tutors; 1% were Coordinators and 2% were Librarians. The average years of the respondents in the present position were 5 year and they have served current organization for an average of 6 years

Training and Development and Job Satisfaction

Training and development was significantly positively correlated with job satisfaction ($r = .85$, $p < .01$). The finding indicates that participants who received more training and development are more satisfied with their job. This finding is in line with the findings in the previous studies. For example, the study which was conducted by Sahinids and Bouris (2000) to investigate the relationship between perceived employee training effectiveness and job satisfaction, motivation and commitment to major Greek organizations found out that there is a significant correlation between the employee perceived training effectiveness and their commitment, job satisfaction and motivation.

The finding is supported by previous studies (Schmitt; 2007, Azim et al; 2010). And possible explanation for this finding can be due to the training and development programs are perceived to be beneficial in reaching better performance and promotion. For Kihongo(2011) Training and development are instruments for changing employees on what and how they know and their attitudes towards the job, organization and interaction with their fellow subordinates and supervisors.

Employee Relation on Job Satisfaction

Employee relations were significantly positively correlated with job satisfaction ($r = .78$, $p < .01$). This result indicates that participants with higher relationship with the employer have higher feeling of satisfaction. This observation is supported by the previous studies

(Khan and Taher 2008, Absar, et al, 2010, Appelbaum et al, 2013 and Luddy 2005). This is due to grow out of relationship between employees and management or employees among themselves lead to the employee's job satisfaction.

Correlation Analysis

From data analysis, it is indicated that, Cronbach's alpha for HR practices was .96. The six-subscale of the 30 items of HR practices scale (career development, staffing, training and development, performance appraisal, incentive and employee relations) have satisfactory reliability values ranging from .69 to .76. The Cronbach's alpha for dependent variable (job satisfaction) was .68.

Regression Analysis

Multiple regressions were used to assess the ability of six control measures such as career development, staffing, training and development, performance appraisal, incentives and employee relations. These measures were used to predict the level of job satisfaction. The results indicated in the table 11.2; 4.3 shows that 75.9% of the variance in job satisfaction had been significantly expressed by the six dimensions. In the model, only two control measures were statistical significant. Training and development recording high beta value ($\beta = .795$, $p < .001$) than employee relations recording ($\beta = .505$, $p < .05$).

Table 11.2 Regression Analysis

	Beta	Sig.
Career Development	-.006	.994
Staffing	-.717	.120
Training and Development	.795	.000***
Performance Appraisal	.433	.322
Incentives	-.098	.803
Employee Relations	.505	.010*
* $p < .05$, ** $p < .01$, *** $p < .001$		
$r^2 = .759$	Nilai F = 48.80	Sig. F = .000

Research data 2011

Conclusion

The study was examining the influence of training and development and employee relations on job satisfaction. It is indicated that, training and development and employee relations have positive influence on job satisfaction. Therefore, based on this result, it is the role of TPSC to ensure a constant training and development and employee relations to its staff in order to enhance job satisfaction and good service delivery.

Recommendation

On the basis of the findings, it has been recommended that, MDAs in Tanzania should promote the culture of constantly improving the attitude, skills, knowledge, experience, competencies and employee relations of their staff in order to boost job satisfaction.

The study established that, employee's job satisfaction depends on training and development and employee relations. And it is emphasizing MDAs to adapt those programs as means of achieving and reaching better performance in delivering service and expectation of both Public Service Reform programs and customers.

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