



WORKPLACE ENVIRONMENT OF JOB SATISFACTION FOR PROCUREMENT PROFESSIONALS IN THE PRIVATE SECTOR OF TANZANIA

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Abstract:

The dynamics influencing employees' job satisfaction (EJS) exhibit considerable variations across sectors and professions. The current study investigates the workplace environment of job satisfaction for procurement professionals, with specific insights from the private sector in Tanzania. A cross-sectional questionnaire survey and a simple random sampling approach were utilised for data collection from 427 procurement professionals across the five districts of the Dar es Salaam region of Tanzania. The study findings demonstrated high and moderate satisfaction with the social and physical work environments among procurement professionals. However, notable concerns emerged regarding unmanageable workloads, unhealthy work-life balance, lack of support for career development, unharmonized salary structures, inefficient performance management systems, and lack of autonomy and inclusive decision-making systems. Other issues include delays in salary payments, lack of promotion and growth opportunities, a disconnect between responsibilities and procurement skills, and unfair termination of employment. The study findings provide adequate evidence to assert that the work environment in the surveyed private organizations is not conducive. This is supported by the fact that 60.43% and 60.42% of the surveyed procurement professionals expressed dissatisfaction with their work environment and jobs, respectively. Subsequently, the study offers valuable insights for managers and policymakers, enabling them to formulate targeted strategies to enhance job satisfaction, overall well-being, and productivity of workforces in the private sector.

Keywords:

Workplace environment, job satisfaction, procurement professionals, private sector

JEL Codes:

J28, J01, J08, J21, J33

1. Introduction

Employee job satisfaction (EJS) is a multifaceted construct encompassing various elements of work environments, such as organizational culture, job security, compensation, labour-employer relations, opportunities for growth and career development. The pursuit of EJS is motivated by organisations aiming to stay competitive, enhance performance, and attract and retain skilled employees, thereby fostering increased loyalty (Hussain and Soroya, 2017; Latifah et al., 2023; Mehrzad and Rostan, 2021). In these regards, the global competition for attracting and retaining employees has led to significant changes in work environments. Consequently, governments and international organisations have enforced policies and legal frameworks to establish guidelines and standards for creating hygienic and motivating work environments (Rotimi et al., 2023; Herzberg, 2003). Among others, the International Labour Organization (ILO) plays a crucial role in setting labour standards that promote decent working conditions, social justice, and positive employee-employer relations in workplaces (International Labour Organization (ILO), 2019). Working closely with the ILO, the All-China Federation of Trade Union (ACFTU), comprising over 200 million members, works actively to promote equality, fair treatment, workplace safety, security, and protection against discrimination at the workplace (Shi, 2017; Lu et al., 2023). Furthermore, Nigeria and South Africa stand out as having progressive labour organizations in Africa, focusing on shaping fair practices, and resolving disputes in the workplace (Agboz et al., 2017).

Similar to other countries, Tanzania emphasises the significance conducive workplace environment in promoting EJS and overall organisational performance. To ensure effective implementation and adoption of optimal and safe working conditions for workers, the government has instituted regulatory frameworks, codes of conduct, labour laws, procedures, and policies (United Republic of Tanzania (URT), 2019; Nziku and Lelo, 2021). One key framework in this context is the Occupational Safety and Health Authority (OSHA), which is mandated to ensure safe working environments, devoid of hazards to prevent injuries and illnesses, ultimately fostering productivity. Besides, the Employment and Labour Relations Act Cap. 366 of R.E 2019 outlines labour rights, terms and conditions of employment, employee representation, industrial relations, discrimination, and maternity and family leave rights (URT, 2019). These frameworks emphasise fair treatment of employees, acquiring modern working facilities, considering labour laws and standards, ensuring the safety and security of employees, providing staff support and career development, and offering better remuneration and related job incentives. In particular, the frameworks and regulations apply to both public and private organizations, encompassing profit and non-profit entities (URT, 2019).

Despite their unique features, fuelled by rapid transformation of globalisation, technological advancements, and evolving market dynamics, private organisations are also governed by government labour laws, policies and frameworks that emphasize hygienic and motivating work environments. Within these dynamic environments, the role of procurement professionals has gained prominence as they play a critical function in managing the supply chain, ensuring cost-effectiveness, and maintaining integrity in the acquisition of goods, works and services to support organisations operations (Jaffu and Changalima, 2023; Siwandeti et al., 2023; Mrope, 2018). With their critical role, job satisfaction for procurement professionals is a vital aspect that directly impacts their performance, commitment, and overall contribution to operational and strategic organizational objectives. Research indicates that every action an organization takes towards its employees, whether ethical or unethical, significantly influences its operations (Israel, 2021; Mwenda et al., 2023). Unfavourable working conditions can adversely impact an organization's long-term objectives and reputation, resulting in a high turnover rate, frequent absenteeism, and a decline in organizational performance. On the other hand, creating a positive work environment enhances EJS, motivating employees to stay, excel in their performance, and maintain loyalty to the organization (Rajest and Regin, 2023; Agbozo et al., 2017; Kakkar et al., 2023).

Despite the acknowledged interplays between the workplace environment, job satisfaction, and organizational performance (Akinwale and George, 2020; Hussain and Soroya, 2017; Latifah et al., 2023; Rajest and Regin, 2023), there is a notable dearth of studies addressing the specific issues affecting the job satisfaction of procurement professionals in Tanzania's private sector. Given the unique challenges they face, including intricate negotiations, regulatory compliance, the need for effective supplier relationships, and a significant (60%) of the organisation's total expenditure (Mwagike and Changalima, 2022; Israel, 2023; Steinfeld et al., 2015; Tukuta and Saruchera, 2015), understanding the dynamics affecting the job satisfaction of procurement professionals is of paramount importance. Additionally, variables like organizational culture, career development opportunities, work-life balance, and compensation structures exhibit considerable variations across organizations, further complicating the dynamics of job satisfaction. This underscores the need for a nuanced exploration of the factors contributing to job satisfaction to formulate targeted strategies for improvement. Most existing studies predominantly assess the determinants and effectiveness of procurement skills on organizational performance, with a focus on the public sector (Mwasikili, 2020; Israel, 2022; Mrope, 2018; Jaffu and Changalima, 2023; Mwagike and Changalima, 2022). This research bridges the existing gap in the literature by exploring the workplace environment of job satisfaction among procurement professionals in Tanzania's private sector. To achieve this objective, the study addresses the following research questions:

RQ1. To what extent are procurement professionals satisfied with the work environment in the private sector?

RQ2. What are the levels of procurement professionals' job satisfaction in the private sector?

RQ3. What are the workplace environments of job satisfaction for procurement professionals in the private sector?

Through this exploration, the study aims to offer valuable insights that can guide organizational leaders, human resource practitioners, and policymakers in developing effective policies and strategies to enhance the overall well-being and productivity of procurement professionals in this rapidly evolving business landscape. This is crucial for organizations striving to attract and retain top-talent employees and for managers and policymakers aiming to foster a conducive environment for improved organizational performance and economic growth.

2. Literature review and theoretical framework

2.1. Theoretical underpinning

Herzberg's (1968) two-factor theory underpins this study. The theory is built on principled assumptions that EJS and dissatisfaction are a function of two factors, namely motivational and hygiene factors (Herzberg, 1968; Herzberg, 2003). Motivational factors encompass aspects of the work itself that make employees want to perform and provide satisfaction, including recognition, achievement, responsibility, and advancement. Hygiene factors relate to the work environment, such as the quality of supervision, remuneration, working conditions, interpersonal relationships, security, and safety. The theory postulates that job satisfaction and dissatisfaction are not on the same continuum; they are separate and independent. Herzberg (2003) argued that the opposite of job satisfaction is not job dissatisfaction but, rather, no satisfaction. Similarly, the opposite of job dissatisfaction is not job satisfaction but no satisfaction. Literature asserts that both motivational and hygiene factors significantly contribute to EJS (Latifah et al., 2023; Rajest and Regin, 2023; Rice et al., 2022). The absence of these factors does not necessarily lead to dissatisfaction. However, enhancing hygiene factors prevents dissatisfaction, whereas integrating motivational factors fosters job satisfaction and motivation (Pang and Lu, 2018; Rotimi et al., 2023). Based on Herzberg's theoretical perspective, it is suggested that job satisfaction for procurement professionals is influenced by hygienic and motivating work environments. Therefore, the current study employed Herzberg's (1968) two-factor theory to investigate the workplace environments of job satisfaction for procurement professionals in the private sector of Tanzania.

2.2. Empirical reviews on the workplace environment

2.2.1. Procurement professionals and their role in business

The principal responsibilities of procurement professionals lie in the management of procurement activities, which involve purchasing, rental, leasing, or acquisition of goods, works, and services essential for the business's operations (URT, 2013; Osei-Owusu et al., 2014). Their roles include identifying and planning procurement requirements, engaging in strategic sourcing, and evaluating potential suppliers to ensure the best value for money is obtained (Mwaiseje and Changalima, 2020). In so doing, procurement professionals work closely with vendors, negotiating prices, terms, and conditions to provide quality requirements at competitive prices. Additionally, they play a crucial role in mitigating risks associated with the supply chain by conducting market research, assessing supplier performance and reliability, and identifying potential disruptions (Osei-Owusu et al., 2014; Tukuta and Saruchera, 2015). Procurement professionals also establish and manage extensive contracts with service providers to ensure compliance with agreed-upon terms and conditions, helping organizations minimize the risks of delays, cost overruns, and substandard quality in the procurement process. Furthermore, they collaborate with other functional departments such as finance, operations, and other teams to align procurement activities with overall business objectives. By aligning their activities with the organization's goals, procurement professionals contribute to competitiveness, sustainability, and profitability, ensuring a reliable and cost-effective supply chain (Saengchai et al., 2020; Mwenda et al., 2023).

2.2.2. The workplace environments and EJS

EJS is influenced by various workplace environments that collectively contribute to the overall employee work experience. A conducive work environment, such as necessary tools, adequate lighting, ergonomic furniture, an organized layout, a positive relationship with supervisors and colleagues, and a sense of long-term job security, positively and significantly impact EJS (Shi, 2017; Kakkar et al., 2023). Studies by Asiamah et al. (2019) and Hussain and Soroya (2017) extend the determinants of EJS to fair and competitive compensation, along with attractive fringe benefits and incentives that cover employees' basic needs such as transport, food, housing, and insurance allowances. In addition, supportive leadership, effective communication, an all-inclusive and collaborative decision-making process, and regular recognition and appreciation of employees' efforts and achievements make employees feel valued, which are essential attributes of job satisfaction. Similar studies by Latifah et al. (2023) and Gangaram (2016) reveal that employees experience higher job satisfaction when they are exposed to opportunities that support their career growth, such as professional development and promotion within the organization. Moreover, an organisation that offers employees manageable workloads that nurture a balance between work and personal life, a high level of

autonomy, and decision-making authority in their roles contributes significantly to EJS (Urbanaviciute et al., 2018). In contrast, organizations that do not demonstrate positive workplace environments and ethical practices contribute to employee job dissatisfaction. Understanding and addressing these dynamics helps organizations create a workplace that fosters high levels of EJS.

2.2.3. The importance of EJS in business

Recognizing and prioritizing EJS has a profound impact on various aspects of an organization. EJS is not only a key driver of individual well-being but also a critical factor that influences organizational success, sustainability, and competitiveness in the dynamic business landscape. Studies reveal that higher levels of EJS positively correlate with increased productivity, as satisfied employees tend to be more focused, creative, and committed to their tasks (Akinwale and George, 2020; Barton and Le, 2023). Also, satisfied employees contribute to a favourable organizational reputation. This helps the organization attract and retain top talented employees, loyal customers, and partners, thereby reducing turnover rates and leading to increased competitiveness in the marketplace (Hussain and Soroya, 2017; Israel, 2022). This is essential for businesses, as the recruitment and training of new staff can be costly and time-consuming. Additionally, satisfied employees are more likely to invest their time and fully engage in work, leading to higher levels of commitment, loyalty, and a willingness to go the extra mile for the organization. From these perspectives, businesses that prioritize and invest in fostering EJS are likely to reap long-term benefits in terms of employee performance, organizational reputation, and overall success (Boukamcha, 2023; Gastearena-Balda et al., 2021).

3. Research methodology

3.1. Research design and sampling

A cross-sectional research design was employed in this study to ascertain the workplace environments of job satisfaction for procurement professionals in the Tanzanian private sector. The design was deemed appropriate because the researcher aimed to capture information related to variables under investigation at a single point in time from a given target population (Saunders et al., 2019). The study was conducted across the five districts of the Dar es Salaam region of Tanzania, namely Kinondoni, Ilala, Ubungo, Temeke, and Kigamboni. The region was selected for the study based on the fact that it is an industrialized city where most private organizations are based (Nyyssölä, 2021). This enabled the researcher to collect data from a sufficiently large population to answer the research questions. The target population for this study comprised procurement professionals from private organizations in the study area. To ensure the representation of procurement professionals from a diverse range of private organizations, a simple random sampling approach was employed. From each organization, procurement professionals with at least six months of work experience were approached to participate in the study, resulting in a sample size of 478. However, only 427 responses, equivalent to 89.33% of questionnaires, were correctly filled and returned, hence forming the sample size of the study.

3.2. Data collection

Data for this study was collected using a questionnaire survey. A set of self-administered questionnaires, containing closed questions, was distributed to procurement professionals in the study area to gather insights into the status of the workplace environment and job satisfaction in the context of the private sector. The questionnaire survey allowed the researcher to collect data from a sufficiently large population within the estimated period while minimizing bias. To take advantage of cost-effectiveness due to the region's geographical dispersity, questionnaires were created using Google Forms and distributed to the respondents through WhatsApp platforms. Data collection spanned a period of 5 months, from July to November 2023. Primary quantitative data related to social and physical work environments, job security, compensation structure, financial support for further studies and career development, and workload management strategies, among others, were collected for analysis. Before data collection, consultation was sought from five experts in the field to assess the clarity of the research questionnaire that could impact its content validity. Their feedback was appropriately incorporated. Moreover, Cronbach's alpha (α) was employed to assess the reliability of research tools. For assurance of internal reliability and consistency of the research tools, a Cronbach's Alpha value greater than 0.7 is recommended (Morgan et al., 2020).

3.3. Measurements and data analysis

The questionnaire items used in this study were adopted from previous related studies on workplace environments and EJS (Mehrzaad and Rostan, 2021; Jaffu and Changalima, 2023; Okros and Virga, 2023; Rajest and Regin, 2023), challenges, and determinants of the performance of procurement professionals (Changalima et al., 2023; Mwasikili, 2020; Mrope, 2018). The items were modified to meet the objectives of the current study. Each item was assessed using a five-point Likert scale ranging from “1 = very dissatisfied” to “5 = very satisfied” to ascertain participants' levels of job satisfaction regarding their workplace environment, utilizing the framework of Herzberg's two-factor theory. In particular, Herzberg's two-factor theory emphasizes the significance of hygiene and motivational work environments in bolstering EJS (Herzberg, 2003). Subsequently, the implications of the workplace environment on job satisfaction were analysed and quantified using descriptive statistics (frequencies and percentages) and the Significance Index (SI) with the help of mean scores and standard deviations. SI refers to the likelihood that observed results are real and not due to random chance (Dominowski, 1980). In this context, The SI was determined using Dominowski's (1980) formula, expressed as:

$$SI = \frac{\sum_1^5 a_i n_i}{N} \dots \dots \dots (1)$$

From equation 1, a_i donates a constant that expresses the degree of significance for each assigned response on a scale of 1 - 5. n_i : is the frequency from each response and N presents the total sample size. The SI was calculated for each variable and ranked appropriately in descending order. The five important levels were established from SI and interpreted as not satisfied (N-S) = $0 \leq SI \leq 1.79$, poorly satisfied (P-S) = $1.80 \leq SI \leq 2.59$, rarely satisfied (R-S) = $2.60 \leq SI \leq 3.39$, moderately satisfied (M-S) = $3.40 \leq SI \leq 4.19$ and highly satisfied (H-S) = $4.20 \leq SI \leq 5$.

4. Findings and discussion

4.1. Demographic description of the respondents

Table 1 presents the results of the demographic information of respondents included in this study. Despite collecting data from both males and females, male respondents dominated the study with 58.78% (n = 251) participation, compared to 41.22% (n = 176) of female respondents. The majority of respondents (n = 116), equivalent to 27.17%, were aged between 20 and 30 years, followed by 26.70 (n = 114) with age ranges between 31 and 40 years. Additionally, approximately 40.98% (n = 175) of the sampled procurement professionals were first-degree holders, followed by 34.66% (n = 148) with diploma qualifications. PhD and master's degree holders formed the smallest number of respondents, with 1.64% (n = 7) and 22.72% (n = 97), respectively. Regarding work experience, the analysis showed that 176 (41.22%) had work experience between 6 months and 5 years, followed by 37.00% (n = 158) with 5 to 10 years of work experience. In general, the analysis implies that the study sampled a diversified range of procurement professionals with wider knowledge and experience in their companies, and thus were able to evaluate and judge their work environment and desired level of job satisfaction.

Table 1. Demographic distribution of the respondents

Variable	Category	Frequency	Percentage
Gender	Male	251	58.78
	Female	176	41.22
	Total	427	100.00
Age range in years	20 – 30	116	27.17
	31 – 40	114	26.70
	41 – 50	95	22.25
	51 – 60	102	23.89
	Total	427	100.00

Level of education	Diploma	148	34.66
	Bachelor degree	175	40.98
	Masters	97	22.72
	PhD	7	1.64
	Total	427	100.00
Working experience	6 months to 5 Years	176	41.22
	5 – 10 Years	158	37.00
	11 – 15 Years	55	12.88
	16 – 20 Years	21	4.92
	Above 20 Years	17	3.98
	Total	427	100.00

4.2. Work environment satisfaction of procurement professionals

Figure 1 shows the results of descriptive statistics (frequency and percentages) for RQ1 regarding the level of satisfaction among procurement professionals with the work environment in the Tanzanian private sector. The descriptive statistics in Figure 1 show that a majority of respondents ($n = 142$), equivalent to 33.26% of the total respondents, reported being very dissatisfied with the work environment in the Tanzanian private sector. Additionally, about 27.17% ($n = 116$) of respondents expressed dissatisfaction with the work environment, resulting in a total of 60.43% who reported dissatisfaction. In contrast, only 13.11% ($n = 56$) and 14.99% ($n = 64$) of respondents reported being very satisfied and satisfied, respectively. Furthermore, 11.48% ($n = 49$) reported neither satisfaction nor dissatisfaction. In particular, the findings suggest that procurement professionals in the Tanzanian private sector are generally dissatisfied with their work environment. These results reveal potential challenges in the work environment faced by procurement professionals, thereby supporting the findings of Changalima et al. (2023) and Tukuta and Saruchera (2015). This dissatisfaction could be attributed to factors such as inefficient organizational culture, compensation policies, workplace safety policies, interpersonal dynamics, or even physical work facilities. These factors, as evidenced by Mrope (2018), Saengchai et al. (2020), and Steinfeld et al. (2015), can adversely affect the overall job satisfaction and well-being of professionals in the procurement field.

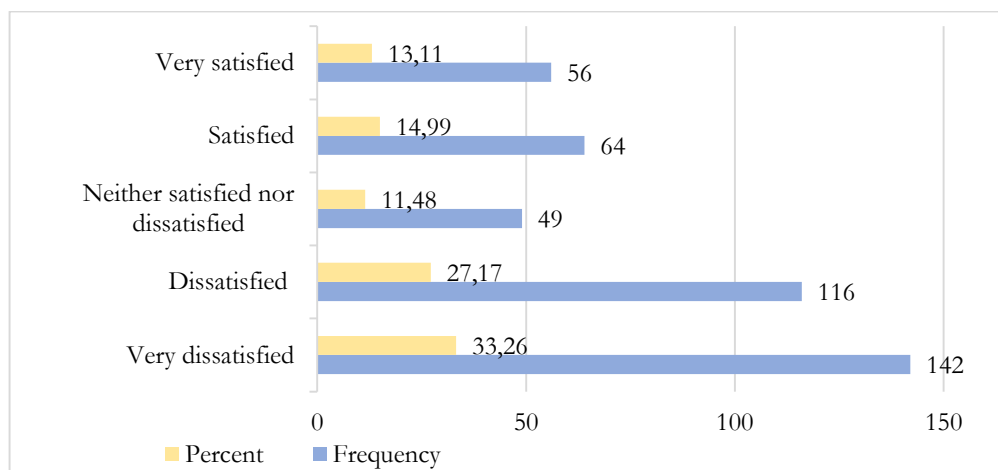


Figure 1. Procurement work environment satisfaction levels in the private sector Sources(s). Author's compilations

4.3. Procurement professionals' job satisfaction in the private sector

Figure 2 illustrates the distribution of responses regarding levels of job satisfaction among procurement professionals in the private sector, addressing RQ2. The majority of sampled procurement professionals, approximately 34.19% (n

= 146), reported being highly dissatisfied with their job, followed by 26.23% (n = 112) of procurement professionals who expressed dissatisfaction. Additionally, 15.46% (n = 66) of procurement professionals indicated that they are neither satisfied nor dissatisfied with their job. On average, only 13.35% (n = 57) of procurement professionals were highly satisfied with their job and about 10.77% (n = 46) of respondents were satisfied. These findings suggest that the private sector may not offer a motivational and conducive work environment that nurtures job satisfaction for procurement professionals. This forms the basis for the high job dissatisfaction which was reported by 60.42% (n = 258) of respondents in this study. These findings align with previous studies by Barsemoi et al. (2014) and Zeffane and Bani Melhem (2017), which recognized the adverse impact of various organizational aspects, such as job insecurity, ineffective support and social relationships, lack of support in staff career training and development and exclusive decision-making on job dissatisfaction in the context of the private sector. The findings establish that procurement professionals in the private sector are generally dissatisfied with their jobs. The effects of such widespread job dissatisfaction are likely to extend beyond the individual level, potentially leading to decreased productivity and increased turnover rates (Urbanaviciute et al., 2018; Shi, 2017; Siddique and Siddique, 2020).

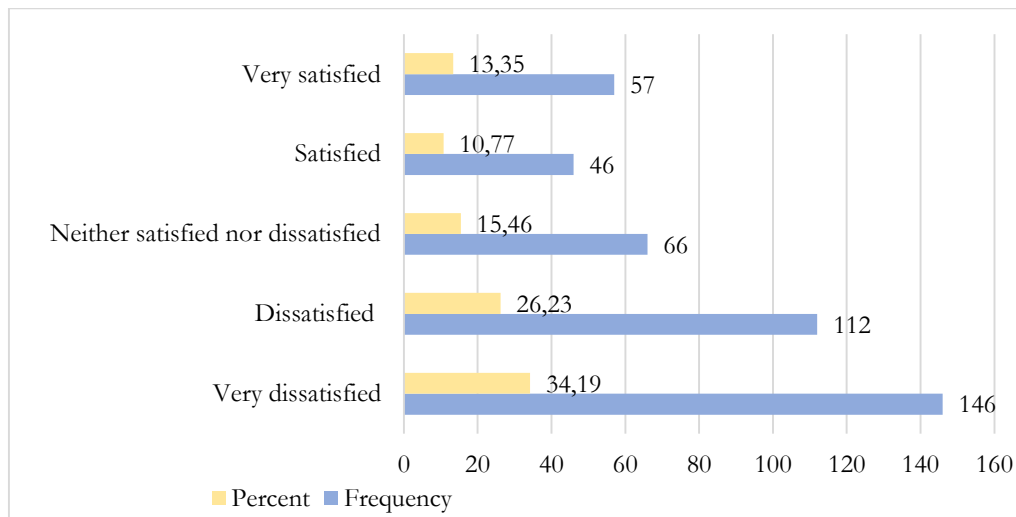


Figure 2. Levels of procurement professionals' job satisfaction in the private sector
Sources(s). Author's compilations.

4.4. Workplace environment of job satisfaction for procurement professionals

RQ3 was formulated to assess the workplace environment of job satisfaction for procurement professionals in the Tanzanian private sector. Table 2 presents the results of the reliability analysis and the Significance Index (SI) of workplace environment affecting job satisfaction among procurement professionals. Specifically, the values of Cronbach's Alpha range between 0.704 and 0.883, exceeding the recommended threshold of 0.7 (Hair et al., 2020). This indicates the attainment of internal consistency and reliability of research tools (Morgan et al., 2020).

Collaboration within the procurement team/unit was ranked as the most satisfactory work environment for job satisfaction among procurement professionals, with a significant mean score of 4.308 and a Std. deviation of 0.994. This was closely followed by cordial relationships with co-workers and supervisors, which were ranked 2nd and highly satisfying (mean = 4.204, Std. deviation = 0.808), and support from top management and co-workers, ranked 3rd and moderately satisfying with mean scores of 4.106 and Std. deviation of 1.272. These results suggest that the private sector nurtures a social work environment that promotes friendly working relationships among their staff, which, on the other hand, is integral to job satisfaction. These findings align with Anasi's (2020) and Barton and Le's (2023) studies, which argue that social interactions, relationships, and interpersonal dynamics within the workplace play a crucial role in shaping EJS. This, in turn, contributes to efficient and timely conflict resolution, as well as fostering openness, transparency, cordial communication, and relationships in the workplace (Hussain and Soroya, 2017; Mwenda et al., 2023; Latifah et al., 2023), which, in the current study, are ranked 9th and 11th, respectively, as a moderately satisfying work environment for procurement professionals. These attributes received a considerable

mean score greater than 3.0 on the maximum scale of 5, with a standard deviation less than 1. This implies a consensus in responses among respondents on the moderately satisfactory level of the social work environment in the private sector.

Five aspects of the physical work environment, ranked 4th to 8th in a row, were moderately satisfied by procurement professionals in the context of the private sector. These include the quality of work buildings (mean = 4.005, Std. Deviation = 0.872), access to modern and adequate work facilities (mean = 3.895, Std. Deviation = 0.937), hygiene conditions in the workplace (mean = 3.733, Std. Deviation = 0.965), workplace atmosphere (mean = 3.519, Std. Deviation = 0.972), and provision of good and safe work facilities (mean = 3.405, Std. deviation = 0.834). With standard deviations less than 1 for all aspects, the results of this analysis imply convergence in responses, indicating that procurement professionals are moderately satisfied with the physical working environment in the private sector. One key takeaway from these findings is that the private sector has a positive and well-designed physical work environment that fosters employee well-being and overall job satisfaction. The study findings concur with Herzberg's (2003) two-factor theory and the findings of Nasuridin et al. (2020), Mrope (2018), and Rajest and Regin (2023), who established that contented and ergonomically designed office layout, furniture, proper lighting, noise levels, cleanliness, and aesthetically pleasing work environment collectively create a positive atmosphere that enhances job satisfaction. In such an environment, employees are likely to experience lower stress levels and feel more motivated towards greater job contentment (Rasheed and Rotimi, 2022; Rotimi et al., 2023).

Table 2. Work environments of job satisfaction for procurement professionals

Attributes of workplace environment	α	SI		Rank	Remarks
		Mean	SD		
Procurement team/unit collaboration	0.763	4.308	0.994	1	H-S
Financial assistance for further studies	0.864	2.217	1.072	20	P-S
Support from top management and co-workers	0.738	4.106	0.972	3	M-S
Access to modern and adequate work facilities	0.704	3.895	0.937	5	M-S
Manageable procurement workload and tasks	0.816	2.783	0.849	15	R-S
Hygiene conditions in the workplace	0.790	3.733	0.965	6	M-S
Workplace atmosphere (temperature & lighting)	0.804	3.519	0.972	7	M-S
A balance between salary and duties assigned	0.764	1.661	0.892	24	N-S
A balance between salary and qualifications	0.797	1.543	0.975	25	N-S
Cordial relationship with co-workers/supervisor	0.781	4.204	0.808	2	H-S
Harmonized salary for staff of the same level	0.883	2.381	1.011	19	P-S
Incentives and fringe benefits that cover basic needs	0.825	2.481	1.039	16	P-S
Timely payment of salary and fringe benefits	0.735	1.539	0.835	26	N-S
Healthy work-life balance	0.766	2.925	0.993	14	R-S
Clear job responsibilities	0.793	2.428	1.025	18	P-S
Support for training and career development	0.809	1.674	0.884	23	N-S
Performance appraisal system and recognition	0.745	3.205	1.086	10	R-S
Quality of work buildings	0.704	4.005	0.872	4	M-S
Termination and demotion of employment	0.773	1.736	0.905	22	N-S
Provision of good and safe work facilities	0.812	3.405	0.834	8	M-S
Inclusive decision-making about procurement	0.706	2.981	0.859	13	R-S
Trust, autonomy and decision-making authority	0.831	3.024	0.917	12	R-S
Openness, transparency and cordial communication	0.863	3.127	0.975	11	R-S

Promotion of procurement staff	0.729	2.476	1.003	17	P-S
Aligning responsibilities with procurement skills	0.759	2.178	0.764	21	P-S
Conflicts resolution at workplace	0.708	3.377	0.911	9	M-S

Legends: H-S – Highly satisfied, M-S – Moderately satisfied, R-S- Rarely satisfied, P-S – Poorly satisfied, and N-S – Not satisfied.

Source(s): Field data

Despite reporting high and moderate satisfaction with the physical and social work environment, procurement professionals indicated rare satisfaction with their workload and assigned tasks (mean = 2.783, Std. deviation = 0.849), healthy work-life balance (mean = 2.925, Std. deviation = 0.993), and the performance appraisal and recognition system (mean = 3.205, Std. deviation = 1.086), ranked 15th, 14th, and 10th, respectively. The standard deviations for these items significantly deviated from the mean, implying a consensus among respondents that unmanageable tasks and workload, an unhealthy work-life balance, and the lack of a performance appraisal, appreciation, and recognition systems are workplace challenges affecting the job satisfaction of procurement professionals in the private sector. This supports the findings of Hussain and Soroya (2017) and Nasuridin et al. (2020). Furthermore, procurement professionals rarely expressed satisfaction with the decision-making process of procurement activities (mean = 2.981, Std. deviation = 0.859) and the nature of trust, autonomy, and authority in procurement decision-making (mean = 3.024, Std. deviation = 0.917). With a standard deviation less than 1, it implies convergence in responses among procurement professionals, aligning with the findings of Dhamija et al. (2019) and Steinfeld et al. (2015), which establish the lack of trust, autonomy, and inclusivity in decision-making as workplace challenges faced by workforces in the contemporary work environment. These deficiencies leave employees feeling undervalued and demotivated, thereby contributing to overall job dissatisfaction by causing stress, burnout and reduced well-being.

Nevertheless, the study revealed six attributes that were ranked as indicative of poorly satisfactory work environments. On the other hand, these aspects can be regarded as substantial challenges to job satisfaction for procurement professionals in the private sector. The attributes include a lack of financial support for further studies (mean = 2.217, Std. deviation = 1.072), unharmonized salary structures for procurement professionals of the same level (mean = 2.381, Std. deviation = 1.011), and insufficient incentives and fringe benefits that cover basic needs such as food, housing and transport allowances (mean = 2.481, Std. deviation = 1.039). Other issues include unclear job responsibilities (mean = 2.428, Std. deviation = 1.025), a lack of promotion opportunities (mean = 2.476, Std. deviation = 1.003), and a disconnect between responsibilities and procurement skills (mean = 2.178, Std. deviation = 0.764). With a substantial deviation of Std. deviation from the mean scores, the study findings imply that a lack of a fair promotion system, unequal pay, unsatisfactory fringe benefits, unclear job responsibilities, and a lack of support for career development contribute significantly to a more negative work environment and job dissatisfaction. In line with these findings, Tukuta and Saruchera (2015) and Gangaram (2016) reported that a lack of policies and policies that promote equal pay, provide opportunities for career development, clarify job responsibilities, and offer competitive incentives and fringe benefits make employees feel undervalued, thus affecting their motivation and commitment to their job. In this regard, nurturing regular communication and feedback mechanisms are crucial for understanding and addressing the evolving needs and concerns of employees (Akinwale and George, 2020; Asiamah et al., 2019; Boukamcha, 2023).

Surprisingly, procurement professionals in the private sector were entirely dissatisfied with the last five aspects of the work environment, which were ranked between 22nd and 26th. Delays in the payment of salary and other fringe benefits were ranked 26th, reported as the most detrimental work environment affecting job satisfaction (mean score = 1.539, Std. deviation = 0.835). Other unfavourable work environments included the balance between the salary offered to procurement professionals and their academic qualifications (mean score = 1.543, Std. deviation = 0.975) and the balance between salary and duties assigned (mean score = 1.661, Std. deviation = 0.892), ranked 25th and 24th, respectively. Moreover, respondents were utterly dissatisfied with support for skills, training, and career development (mean score = 1.674, Std. deviation = 0.884) and termination and demotion of employment (mean score = 1.736, Std. deviation = 0.905). In line with the findings of Lu et al. (2023), Ma et al. (2019), and Mehrzad and Rostan (2021), a mean score of less than 2 and a standard deviation of less than 1 for these aspects demonstrate consensus among respondents regarding the substantial contribution of delays in payments, job insecurity,

insufficient support for career development, and lack of balance between salary, duties assigned and academic qualifications on job satisfaction. These challenges can cause financial stress, erode trust in the employer, and make employees feel stagnant in their progress, leading to job dissatisfaction (Akinwale and George, 2020; Asiamah et al., 2019).

5. Conclusion, implications and direction for further studies

5.1. Conclusion and managerial implications

This study delved into assessing the intricate dimensions of workplace environments that affect job satisfaction among procurement professionals in the private sector of Tanzania. The findings revealed a nuanced landscape where elements of the work environment influence job satisfaction levels. While procurement professionals expressed high and moderate satisfaction with the social and physical work environments, notable concerns emerged regarding unmanageable workloads and tasks, an unhealthy work-life balance, the lack of an effective performance appraisal and recognition system, and a lack of autonomy and exclusive decision-making for procurement-related activities. Moreover, the study identified specific areas where dissatisfaction is pronounced. These include the lack of financial support for further studies and career development, unharmonized salary structures, insufficient incentives and fringe benefits, unclear job responsibilities, and a disconnect between responsibilities and procurement skills. Other issues include delays in salary payments, discrepancies between salary and academic qualifications, a lack of promotion opportunities, and unfair termination of employment. The findings align with existing literature, highlighting the universal importance of motivational and hygiene factors in fostering job satisfaction in private organizations. As private organizations strive to attract and retain top-tier procurement professionals, addressing the identified challenges becomes imperative. With these regards, organizational managers should prioritize establishing workplace environments that foster a positive atmosphere and contribute to enhanced employee well-being, productivity, and retention. Implementing interventions, such as improved workload management strategies, transparent communication, and fair compensation and promotion practices, can create a more conducive work environment that promotes job satisfaction.

5.2. Contribution and theoretical implications

Although studies assessing the dimensions of work environments and EJS are available in a global context (Barsemoi et al., 2014; Tukuta and Saruchera, 2015; Mihajlov and Mihajlov, 2016; Nasurdin et al., 2020), studies addressing the dynamics affecting procurement professionals in the Tanzanian context are very few, except for Changelima et al. (2023). The majority of available studies assess the determinants and the effect of procurement skills on the performance of the public sector (Mwasikili, 2020; Mahuwi and Israel, 2023; Mrope, 2018; Jaffu and Changelima, 2023; Mwagike and Changelima, 2022). The novelty of this research lies in the use of the two-factor theory and its industry-specific focus on procurement professionals' job satisfaction in Tanzania's private sector. Therefore, there was merit in assessing and adding to the body of knowledge the workplace dimensions affecting job satisfaction among procurement professionals, thereby advancing the two-factor theory. In particular, the study findings revealed a nuanced landscape where Herzberg's hygiene and motivational work environments influence job satisfaction levels. In support of the two-factor theory, the study establishes that when the substantial goals of employees align with their expectations and desires, employees tend to be satisfied with their jobs. However, when a particular job does not result in a significant impact on the lives of employees, coupled with a lack of promotion and career development opportunities, unfair treatment, job insecurity, and insufficient compensation and fringe benefits, employees experience dissatisfaction.

5.3. Limitations and direction for further studies

A cross-sectional research design was utilized in this study to investigate the intricate dimensions of the work environment affecting the job satisfaction of procurement professionals, with a specific focus on the Tanzanian private sector. This exclusive focus limits the generalizability of findings to other countries, sectors, and professions. Therefore, conducting comparative and longitudinal studies would enhance the generalizability of findings and provide a broader, dynamic perspective on the dimensions that affect job satisfaction across multiple sectors, countries, and professions. Besides, the study employed a quantitative approach with a questionnaire survey to collect data from the target respondents. In this regard, future studies should integrate qualitative methods alongside

quantitative approaches, such as in-depth interviews or focus group discussions, to provide a richer understanding of the influence of the work environment on EJS. Lastly, future studies should expand their scope to include measures of employee well-being beyond job satisfaction, such as stress levels or work-life balance. These would provide a more comprehensive view of the impact of the work environment on EJS.

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