

**ASSESSMENT OF EMPLOYEES' JOB SATISFACTION LEVELS IN
PARASTATALS IN KENYA**

(A Case Study of Kerio Valley Development Authority (KVDA)

Eldoret, Kenya)

FRANCIS OSORO ONDERA

MBA/10017/81/DF

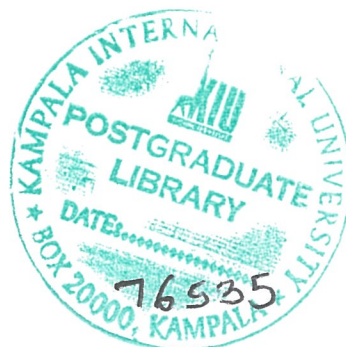
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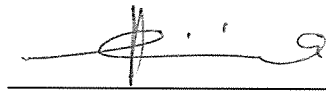
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DECLARATION A

"This thesis is my original work and has not been presented for a Degree or any other academic award in any University or Institution of Learning".

FRANCIS OSORO ONDERA



Date

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APPROVAL SHEET

This dissertation entitled "ASSESSMENT OF EMPLOYEES' JOB SATISFACTION LEVELS IN PARASTATALS IN KENYA" prepared and submitted by FRANCIS OSORO ONDERA in partial fulfilment of the requirements for the degree of MASTER OF BUSINESS ADMINISTRATION (MBA) IN MANAGEMENT has been examined and approved by the panel on oral examination with a grade of PASSED.

Prof. Oluoch Tunoi *[Signature]*

Name and Sig. of Chairman

[Signature]

Name and Sig. of Supervisor

[Signature]
KWAZWA Emmanuel

Name and Sig. of Panelist

Date of Comprehensive Examination:

Grade:

DR. D. L. KIBIKYO *[Signature]*

Name and Sig. of Panelist

[Signature]

Name and Sig. of Panelist

Guleyo muzamie said *[Signature]*

Prof. Oluoch Tunoi *[Signature]*

Name and Sig. of Director, SPGSR

[Signature]

Name and Sig. of DVC, SPGSR

DEDICATION

I dedicate this research thesis to my wife Gladys and children Lister and Winnie for their love, encouragement and support towards the achievement of this research proposal.

ABSTRACT

This thesis was carried out at Kerio Valley Development Authority, a public corporation in the Republic of Kenya. The objectives of the study included: to determine the human resource practices used by KVDA to increase the levels of job satisfaction among its employees, to establish human resource related factors which influence the levels of job satisfaction among employees, to establish the effects of human resource practices on levels of job satisfaction, to find out the challenges facing KVDA in enhancing job satisfaction and to find out the policies to be adopted to improve human resource practices for high levels of job satisfaction amongst employees.

A case study design was used and a target population of 400 respondents. A sample size of 120 translating to a proportion of 30% was selected using stratified random sampling technique. Questionnaires were used to collect data from the respondents. A validity test result of 0.80 was and reliability was tested by piloting research instruments to ensure that the instruments were appropriately designed. Data analysis was used to carry out correlation test as well as the percentages used to manipulate the results from the study.

I Based on the findings, it was concluded that levels of employee satisfaction in KVDA were dependent on the following factors: Human resource practices are crucial in elevating levels of employee satisfaction; well defined job content, pay as a facet of job satisfaction tends to provide potential for self esteem. When supplemented by promotion, levels of job satisfaction are likely to be sustained; supervision though necessary should be handled cautiously and consistent to the needs of the organization. Encouraged team work had potential for effective operations and realization of results thereby sustaining levels of employee satisfaction. Challenges such as poor leadership, cultural influences, lack of adequate finances.

The following recommendations were made: There is need to monitor and enhance human resource practices that cut across cultural diversity for sustainable levels of job satisfaction; Job content should be consistent with the employee's professional and academic qualification so as to provide the necessary job impetus; there is need for frequent salary reviews; Carry out employee appraisals; Encourage transformative leadership. A suggestion for further study is made on the contribution of job satisfaction

on the reduction of labour turnover and the role of human resource department in enhancing levels of job satisfaction.

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LIST OF ABBREVIATIONS

KVDA	Kerio Valley Development Authority
ICDC	Industrial and commercial development corporation
EBI	Electronic Bottle Inspector
GOK	Government of Kenya
MD	Managing Director
HR	Human Resource
HRP	Human Resource Practices

CHAPTER ONE

THE PROBLEM AND ITS SCOPE

Introduction

This chapter describes the background of job satisfaction and human resource practices generally and in particular KVDA. It provides the background of the study, empirical statement of the problem, objectives of the study, research questions, significance of the study, limitation, scope of the study and theoretical framework.

Background of the Study

Human Resource Practices can be defined as the activities carried out by human resource department to improve the performance of employees in the place of work, to improve their efficiency and effectiveness in performance. This includes selection, training, job design, appraisal of employees, and motivation of employees and rewarding of employees (Armstrong, 2000).

Job satisfaction is defined as either a multi or single construct dimension. A single construct dimension defines job satisfaction as either an employee being generally satisfied or dissatisfied with their job. Thus according to Becker (1996) job satisfaction is a pleasurable or positive emotional state resulting from the appraisal of ones job or job experience. Job satisfaction is an effective or emotional response towards one's job. According to Boxall (2007) job satisfaction is a set of favourable or unfavorable attitudes employees hold about their work. These attitudes are considered to be beliefs, feelings and action tendencies that constitute a judgment of one's environment.

According to Buck et al (2003) job satisfaction is multi dimensional (i.e.) you may be more or less satisfied with your job, your supervisor, your pay, your workplace etc. However for the purpose of this study, the undimensional definition of job satisfaction and human resource practices is used where job satisfaction is defined as people's effective (emotional) response to their current job conditions. Today's business environment is characterized by weak economies, rapidly changing technology, organizational re-engineering and shortened length of tenure and outsourcing of peripheral business activities. Under these circumstances, managers should concentrate

on removing sources of satisfaction from the workplace in order to keep employees busy, satisfied and productive.

Job satisfaction is an attitude that employees have towards their work and is based on numerous factors both intrinsic and extrinsic to the individuals. It is imperative that most employers should wisely monitor levels of their employee's job satisfaction. Job satisfaction is for example related to motivation and performance. Job satisfaction is also significantly linked to employee absenteeism and turnover. There is also some evidence that job satisfaction positively influences organizational performance and citizenship behaviour.

Stephen (1999), gives only a comprehensive definition of job satisfaction as involving cognitive, effective, and evaluation reactions or attitudes and states it is "pleasurable or positive emotional state resulting from the appraisal of one's job or job experience". Job satisfaction results to employees' perception of how well their job provides those things that are viewed as important. It is generally recognized in the organization behavior field that job satisfaction is the most important and frequently studied attitude.

Although theoretical analyses have criticized job satisfaction as being too narrow conceptually, there are three generally accepted dimensions to job satisfaction. First job satisfaction is an emotional response to a job situation. As such, it cannot be seen, but it can only be inferred. Second, job satisfaction is often determined by how well outcomes meet or exceed expectations. For example, if organization participants feel that they are working much harder than others in the department but are receiving fewer rewards, they will properly have a negative attitude towards their work, boss, and/or coworkers.

Statement of the Problem

Job satisfaction has been of great interest for researchers and practitioners in a wide range of fields including organizational psychology, public administration and management. The topic of job satisfaction is important because of its implications for job related variables. From previous researches, job satisfaction is positively correlated with motivation, job involvement, organizational commitment, stress and mental health and job performance. It is also negatively correlated to employee absenteeism, turnover and perceived stress (Judge et al 2001, Spector 1997).

There exists evidence that job satisfaction levels within a company do affect organizational performance (Ostroff, 1992). All the above variables impact on employees' and consequently on overall organizational performance. Promotions, demotions, transfers, rewarding are also based on job performances. However, performance of various tasks included in employees' job descriptions would be determined by the level of satisfaction they get from it (Ostroff, 1992).

Workers' satisfaction levels measured based on gender, ethnicity, work type and organizational size form an important element in organizational performance. Knowing the employees' satisfaction levels therefore, could be essential for any progressive organizational management to improve the overall work performance.

This study therefore attempts to find out the workers' satisfaction levels to current positions and the factors contributing to the levels of performance especially human resource practices. Parastatals in Kenya are unfunctional, semi autonomous, institutions formed by the Act of Parliament and their employees enjoy job security. In spite of these presumed privileges they have not stopped seeking other perceived better jobs elsewhere. At KVDA there is high labour turnover and for two consecutive years, employees usually boycotted the activities of the company citing inappropriate management practices. This has been evident in the last two years where on average every parastatal loses six employees a year (Okung'u, 2005).

Purpose of the Study

The main objective of the study is to determine the contribution of human resource practices on levels of satisfaction amongst employees of KVDA.

The purpose of the Study

The specific objectives include:-

- (i) To profile the KVDA employees based on gender, marital status, and their level of education.
- (ii) To determine the contribution of job content on workers, levels of job satisfaction in KVDA.
- (iii) To determine the influence of pay on the levels of job satisfaction at KVDA.

- (iv) To establish the influence of promotion on the levels of job satisfaction of employees at KVDA.
- (v) To find the contribution of supervision on levels of job satisfaction of employees at KVDA.
- (vi) To find out the influence of relationship among co-workers on the levels of job satisfaction at KVDA.

Research Questions

To answer the above objectives the following questions are formulated

- i) What is the profile the KVDA employees based on gender, marital status, and their level of education?
- ii) What are the contributions of human resource practices on the levels of job satisfaction of employees at KVDA?
- iii) What is the contribution of job content on the levels of job satisfaction?
- iv) What is the influence of pay on the levels of job satisfaction at KVDA?
- v) What is the influence of promotion on the levels of job satisfaction of employees at KVDA?
- vi) What is the contribution of supervision on levels of job satisfaction of employees at KVDA?
- vii) What is the influence of relationship among co-workers on the levels of job satisfaction at KVDA?

Hypothesis

The following research hypotheses were formulated to answer the above objectives.

- H₀: There is no significant relationship between job content and levels of job satisfaction.
- H₀: There is no significant relationship between pay and levels of job satisfaction at KVDA.
- H₀: There is no significant relationship between promotion and levels of job satisfaction of employees at KVDA.
- H₀: There is no significant relationship between supervision and levels of job satisfaction of employees at KVDA.

H₀: There is no significant relationship between co-workers and levels of job satisfaction at KVDA.

Scope of the Study

Geographical Scope

The research was carried out at KVDA. A corporation found in Western Kenya. The research did an in depth correlation study of human resource practices and levels of job satisfaction with relation to other variables of job satisfaction.

Content/time Scope

It covered job content, factors influencing job satisfaction, indicators of high levels of satisfied employees, challenges facing companies in using human resource practices and theories of job satisfaction. Further it also covered the relationship between job satisfaction and gender, communication and all the other nine facets of job satisfaction.

Theoretical Scope

The research was carried out between the months of October, 2010 and traced the factors influencing levels of satisfaction between the years 2005-2010.

Significance of the Study

There is some evidence that job satisfaction and the best human resource practices positively influences organizational performance and since employees form the biggest company asset, their levels of job satisfaction need to be carefully monitored. The findings therefore will be used by different stakeholders in different ways; The employees will use the findings to understand the human resource practices which will influence levels of job satisfaction and tap them to enhance the levels of job satisfaction viz a viz the overall performance of the manufacturing company.

The umbrella body of employees' representation will use it to underscore the importance of human resource practices and job satisfaction and will advocate for favourable

working conditions to enhance job satisfaction. It will therefore use the findings to champion the critical success to high levels of job satisfaction for their members.

The customers will gain an understanding of human resource practices and how they influence the level of job satisfaction which in turn will influence the quality of their products or services. They will use it to try and contribute towards the job satisfaction of employees of manufacturing companies.

It will be beneficial to the management of KVDA to know the present levels of their employees' job satisfaction. Knowing the satisfaction levels and to what extent will vary on the different demographics which will enable them to work areas of dissatisfaction thus improving levels and the overall performance of the company. Therefore, it will present a launching board to the management of KVDA to looking at and improving on their policies and procedures.

It will be used by the society to realize their input in enabling high levels of job satisfaction. The community will critically analyze the various factors and situations, which affect the job satisfaction of employees.

The researcher and the scholar will use it to carry out further and related research on the field of job satisfaction and human resource practices.

The findings of this study will contribute to the knowledge of human resource practices and job satisfaction. This will enable companies to formulate policies which will improve job satisfaction viz a viz productivity and consequently high levels of performance. This will eventually enable the employees earn more and improve their living standards.

Operational Definition of Key Terms

Job satisfaction In this study, it refers to the employees' perception on how well their job provides those things that are viewed as important.

Levels of satisfaction In this study refer to the varying scales of i.e. medium, low, and high in an organization as far as the specific jobs are concerned.

Organizational commitment It refers to a desire to remain or willingness to exhibit high level of engagement to duties at the organization.

Motivation In this study it refers to internal urges which controls the behaviour of employees towards performance as a result of high levels of job satisfaction.

Job enrichment In this study it refers to enriching the job by adding more activities and giving more responsibilities to those concerned so as to provide high levels of job satisfaction to the employees of the organization.

Human Resource Practices: it refers to the activities carried out by human resource department to develop the human resource so as to achieve organizational objectives. They include promotions, demotions recruitment, rewarding, transfers, training etc

CHAPTER TWO

REVIEW OF RELATED LITERATURE

Introduction

This chapter provides the description of previous Study Literature, Critical Review and Summary. This chapter summarizes the current Literature on job satisfaction and human resource practices, explore theories related to job satisfaction and discuss the importance of being aware of the employees' current satisfaction levels. The researcher uses the job satisfaction survey developed by Spector, the nine facets of job satisfaction advanced by Spector was reviewed in detail. The facets that were reviewed in detail include: supervision or leadership style, communication. The literature was obtained from textbooks, journals, magazines, newspapers and Internet.

Theoretical Background

This Theoretical Framework is a collection of interrelated concepts that guide a researcher, in determining what things are measurable and what statistical relationship one can look at. The most appropriate framework upon which to frame the research on job satisfaction is Herzberg's Motivation Hygiene Theory of 1966 as cited in Francisco (2005). The researcher uses the motivation hygiene theory to study the perceptions of employees of KVDA on motivational factors. The levels of employees' current job satisfaction were studied in the light of this framework (Francisco, 2005). Frederick Herzberg's motivation hygiene theory research indicated that there are two sets of factors that influence behaviour of individuals in organizations. The two sets of factors are:- Those factors leading to job satisfaction that include: achievement, recognition.

Work itself, responsibility and decision-making, advancement and growth (opportunities to learn new skills). Those factors leading to job dissatisfaction include; company policy, supervision, relationship with boss, work condition, salary and other benefits, co-workers, status, and security. The management therefore must design policies leading to job satisfaction and those, which will curtail job dissatisfaction in companies.

According to Herzberg, cited in Ostroff (1992) certain characteristics tend to be consistently related to job satisfaction while others lead to dissatisfaction. The

characteristics leading to satisfaction are termed as intrinsic factors and these are achievement, recognition, advancement, the work itself and opportunities for growth. On the other hand the characteristics leading to dissatisfaction are termed as extrinsic and such factors are company policies and practices, leadership style and relationship with the supervisors, relationship with peers. In his research, Herzberg concluded that elimination of factors that cause dissatisfaction does not necessarily bring satisfaction. However job satisfaction will be achieved through enhancement of the intrinsic factors.

Theories of Job Satisfaction

Many theories have been proposed concerning the causes of job satisfaction. They are classified into three categories as follows:-

Scientific Management and job satisfaction

Taylor's view was based on the concept that it is in the employee's own best (economic) interests to put in a fair day's work for a fair day's pay. Tying the two things together gave rise to incentive payment schemes based on piece rates – after achieving a minimum level of production, the more one produced, the more one was paid. In Taylor's model, economic job satisfaction was the only satisfaction required. Since economic incentives are under the control of the organization, the worker is merely a passive agent that can be motivated, manipulated and controlled by the provision or withdrawal of economic reward. Inefficiency, in terms of failure to meet minimum targets of production, would be punishable by loss of earnings and, ultimately, dismissal. Thus, that has come to be seen as traditional management 'Satisfaction' as their workforce by a combination of fear and reward (David, 2003).

However, Taylor's conception of ensuring an effective and efficient workforce was not as repressive as these sounds. He was concerned with establishing conditions by which individuals could be most fully integrated into work roles within organizations, since this would ensure maximum productivity. It was management's role to create these conditions by organizing work in accordance with scientific management principles (Cooke, 2001).

The key elements of this were as follows:

Planning

According to Cooke (2001), many problems of employees arise because work is not properly planned for them and workers do not know the best way in which their jobs should be done. We can see that this could give rise to anomie – the confusion of the individual in relation to his job. This in turn can generate excessive stress. In order to combat this situation scientific management puts forward its view that management should plan the jobs of workers and should establish the best way in which each job should be performed.

Time and Motion study theory of Job satisfaction

According to Boxall (2007), many work related problems arise because workers do not realize the one best way of performing a task. Management must use time and motion study to establish best practices.

According to Boxall (2007), for employees to be satisfied they should be given incentives which include: Bonus payment and incentive schemes give good workers a sense of making progress, even if it is not possible to promote them. It is also prudent to improve the working conditions to attract the levels of job satisfaction. Management has a responsibility to provide good working conditions so that workers can achieve their full production potential. However it is not evident from the findings how the working environment affects the levels of job satisfaction and how this can be cooperated in the organization to embrace high levels of employee productivity.

According to Boxall (2007), Taylor and his followers believed that many of the problems of individuals at work arose because they had not been trained properly, so scientific management emphasizes the importance of proper training. Good training not only improves production performance but also builds up the confidence of employees. We can see that scientific management suggests a range of techniques that can be employed to cope with at least some of the problems that arise when individuals work in organizations. It did not capture the issues related to job satisfaction although Taylor insisted for employees to be satisfied, it is paramount to time them and provide accurate computation of their revenues.

The Human Relations Approach and job satisfaction

According to Becker (1996), the utilitarian view of man as a purely rational economic creature responding to the most basic needs was effectively destroyed by the findings of Elton Mayo in the Hawthorne studies. The discovery that people obtain a sense of identity by association with others at work, that meaning at work is sought through social interaction and that people are more responsive to the social pressures of their peer groups than the controls of management provided a new dimension to job satisfaction. Both the paternalistic and the instrumental approaches are based on a concept of need which essentially saw people as simply seeking a certain level of material and physical satisfaction. The human relations school took the view that individual needs are far more complex and people seek satisfaction at work through more than just the physical and material rewards.

According to Cole, (2002), many of the ideas of Elton Mayo can be deployed to assist the integration of individuals into their work roles. Important among these are the following points: individuals are social beings just as much as economic beings and will only perform well in organizations if their social needs are met; individuals expect to be treated as human beings in the workplace; they expect to be treated with dignity and politeness; individuals like to feel that they have some control over their own work situation; they appreciate being consulted over matters which affect them; good communication are crucial; people have a right to know what is going on in the organization; grievances should be dealt with quickly; if not, people may brood and discontent festers; individuals value praise when they feel that they have earned it; individuals perform well in a secure environment; they react against uncertainty and threats and within enterprises there is an informal organization of friendship groups, gossip and generally accepted norms and values. Management should take account of, for example, when changing a worker from one job to another.

Physiological / physical needs

According to Burke, (1997), the obvious basic needs arise from man's instinct to stay alive and reproduce – for food, water, sleep, sex and so on. These are the most powerful motivating forces and must be taken care of before anything else. If you think of

prisoners in the concentration camps during the second world war, obtaining food and water in enough quantities to stay alive was the prime motivator – over and above personal safety and, in many cases, friendship.

Physiological needs can, therefore, exert a tremendous influence over behaviour. And this can extend to behaviour at work. Remember that, in all but the most primitive communities, these needs largely take an intermediate form of a need for money and a fundamental purpose of employment is to provide for that need. Whilst workers in our society are rarely faced with a real pressing need to earn money to stay alive, there are many for whom poverty is a real problem and alleviating it is a powerful force.

Safety / security needs

Once the physiological needs have been met, higher needs emerge and dominate behaviour. Safety needs are those which generally protect people from their environment – at its most basic, from the physical environment by housing of some sort, clothing (for warmth and / or protection from the sun), defence against natural dangers (insects, animals, germs etc).

However, in a developed country, ‘security’ becomes more appropriate than ‘safety’. For most people, this means a concern with job and emotional security, self preservation, the need to protect one’s position and, to an extent, to provide for one’s future. In the work environment this can emerge as a need for a steady job, redundancy safeguards and so on. Another aspect of it is shown by Maslow’s use of the analog of a sick child for whom pain makes the world different, unstable and frightening place – for a while, and after the illness, the child may experience unreasonable anxiety, nightmares, and a need for protection and reassurance; he / she needs undisturbed routine or rhythm in order to feel safe. To extend this into the work environment, we can identify many members of a work force who need reassurance and the safety of routine when faced with the pain of change and insecurity (Burke, 1997).

Love / social needs

According to Legge (1989), physiological and safety needs are basically instinctual, whereas these sociological needs – to belong, to be accepted by colleagues and friends, to find affection and love – are acquired and exist on a more refined level. Social needs are the first of the secondary needs in Maslow’s hierarchy. In the management context,

hopefully most of the workforce are satisfied in their physiological and safety needs so they will initially be striving for this next tier in the hierarchy, namely to feel part of the organization, part of the team – in both the formal and informal structure of the workplace.

Central to this is that people need a degree of social contact within their work – if the job doesn't provide it, they are likely to take it anyway! The importance of this and its impact on motivation cannot be underestimated. Many studies have shown that, whilst money comes fairly low down on most people's lists of what motivates them, social contact and good relationships at work figure very highly. For example, many women returners do not work primarily for the money, but for the mental stimulation and social contact involved. A congenial social atmosphere is a factor of great importance in the choice and retention of jobs. Research has also clearly shown that membership of, and acceptance into, groups – whether small informal groups at work or large organizational groups – influences the manner in which individuals work. The feeling of 'belongingness' and the desire for social approval are reinforced by the feeling of security that group membership brings. Thus, this tier on the hierarchy can be linked with the previous one (Stephen, 1999).

Esteem /ego needs

According to Richard, (2001), people want to feel a certain pride in themselves – that their abilities are tested and prove adequate, that they are achieving something, that they are useful as individuals. Complementary to this is a need for the respect of others, overlapping the need for belonging and affection. We want appreciation, indeed a measure of acclamation: we want to be noticed and be given some degree of prestige and status.

According to Li, (2003), these are psychological needs, concerned with the individual's view of him/herself. As motivating forces, they are often difficult to satisfy. However, their influence on human behaviour is very important in the context of management.

Maslow notes:

“Satisfaction of the self-esteem needs leads to feelings of self – confidence, worth, capability and adequacy, of being useful and necessary in the world. Thwarting of these

needs produces feelings of inferiority, of weakness and of helplessness. These feelings in turn give rise to either basic discouragement or else compensatory trends”.

According to Lundin (2001), a position of authority or dominance, having an office or telephone to oneself, status symbols such as a company car (or the make or cost of the car in relation to others) office size or even size of office chair, etc. are the sorts of things which are important and, despite their sometimes seeming triviality, are the means by which ego and esteem needs are satisfied. Even the title of jobs can be significant – it has been found that ‘rodent exterminator’ generates more pride in the job than ‘rat – catcher’, and similarly ‘refuse collector, has more status than ‘dustman’.

Self actualization needs

According to Tampoe (1994), the person fortunate enough to satisfy the first four needs is still driven on by an urge to accomplish everything of which he/she is capable, to realize his/her potential. Maslow describes it thus: “Man’s desire for self-fulfillment, namely the tendency that might be described as the desire to become more and more what one is, to become everything that one is capable of becoming.”

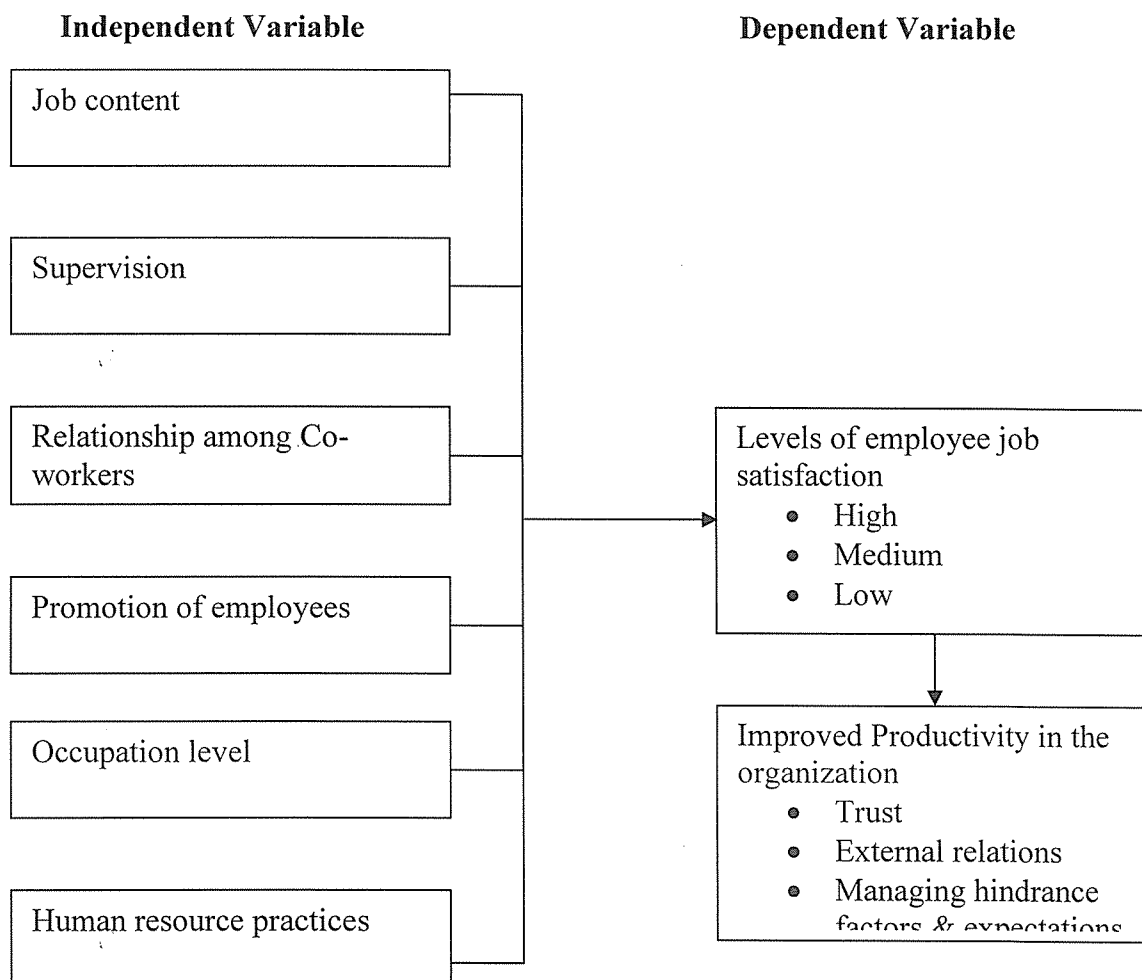
Review of Related Literature

HRM best practices and Job satisfaction

According to Tampoe (1994) the following table summarizes the human resource practices as advocated by different authors or institutions.

Conceptual Framework

The study used a conceptual framework whereby factors affecting job satisfaction were itemized as independent variable and levels of employee job satisfaction as a dependent variable. Factors affecting job satisfaction include: job content, promotions, occupational levels, supervision and co-workers whereas the levels of job satisfaction was measured by employee turnover, industrial action and absenteeism. This is shown in figure 1.1 below:-



Source: Author, (2010)

The above factors if managed well would influence the levels of job satisfaction and this would make the employees stay longer in the place of work and improve productivity and quality of service. However, if they are inappropriate, it will lead to absenteeism, high levels of labour turnover and industrial action. If the co-workers in an organization are cooperative and provide conducive environment, employees' levels of job satisfaction will consequently lead to improved productivity, less fraud and errors.

At the same time if the job content is inclusive and motivating through appropriate job description, job enlargement and job enrichment the organization will enjoy high levels of performance because the levels of job satisfaction of its employees will increase. When the supervisory atmosphere is appropriate and assertive with fair judgment, the employees will increase their levels of job satisfaction and apparently this will be reflected in high levels of productivity which is the ultimate goal of the business.

Table 2.1 Human resource best practices

Guest (1999a)	Patterson et al (1997)	Pfeffer (1994)	US Department of Labor (1993)
<ul style="list-style-type: none"> - Selection and the careful use of selection tests to identify those with potential to make a contribution. - Training, and in particular a recognition that training is an on going activity. - Job design to ensure flexibility commitment and motivation, including steps to ensure that employees have the responsibility and autonomy to use their knowledge and skills to the full. - Communication to ensure that a two-way process keeps everyone 	<ul style="list-style-type: none"> - Sophisticated selection and recruitment processes. - Sophisticated induction programmes. - Sophisticated training. - Coherent appraisal systems. - Flexibility of workforce skills. - Job variety on shop floor. - Use of formal teams. - Frequent and comprehensive communication to workforce. 	<ul style="list-style-type: none"> - Employment security - Selective hiring - Self managed teams - High compensation contingent on performance. - Training to provide a skilled and motivated workforce. - Reduction of status differentials - Sharing information 	<ul style="list-style-type: none"> - Careful and extensive systems for recruitment, selection and training. - Formal systems for sharing information with employees. - Clear job design - High-level participation processes. - Monitoring of attitudes - Performance appraisals - Properly functioning grievance procedures. - Promotion and compensation schemes that provide for the recognition and reward of high-performing employees.

fully informed. - Employee share ownership programmes (ESOPS) to keep employees aware of the implications of their actions including absence and labour turnover, for the financial performance of the firm.	- Use of quality improvement teams. - Harmonized terms and conditions. - Basic pay higher than competition. - Use of incentive schemes.		
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If human resource practices and policies are formulated accurately, through having in place better methods of selection, recruitment and motivation it will enable the employees to enjoy their tasks and increase the levels of job satisfaction and consequently increase the productivity of the business.

Job Satisfaction

According to Tampoe (1994), the history of job satisfaction stems back to the early 1900's with the situations perspective on job satisfaction. This perspective states that satisfaction is determined by certain characteristics of the job and characteristics of the job environment itself. This view has been present in the literature since the first studies of Hauser, Taylor and the various proposals at the western electric plants in Hawthorne. These studies follow the assumption that when a certain set of job conditions are present, a certain level of satisfaction will follow. The Hawthorne studies are considered to be the most important investigation of the human dimensions of industrial relations in the early 20th century. They were done at the Bell Telephone Western electric manufacturing plant in Chicago beginning in 1924 through the early years of depression. Personnel managers developed experiments to explore the effects of various conditions of work on morale and productivity. Today reference to the Hawthorne effect denotes a situation in which the introduction of experimental conditions designed to identify salient aspects of behaviour has the consequences of changing the behaviour it designed to identify. The initial Hawthorne effect referred to the observation that the productivity of the workers

increased over time with every variation in the work conditions introduced by the experiments (Legge, 1995). Simply stated, when people realize that their behaviour is being watched they change how they act. The development of the Hawthorne studies also denotes the beginning of applied psychology, as we know it today. These early studies mark the birth of research on job satisfaction relating to ergonomics, design and productivity.

One of the most popular and researched measures of job satisfaction is the job descriptive index (JDI). 'The JDI is a 72 item adjectives checklist type questionnaire developed by Smith, Kendall and Hulin in 1969' (Legge, 1995). This measure bases itself on five facets of job satisfaction. The first facet is the work itself, satisfaction with work itself is measured in terms of the core job characteristics such as autonomy, skill, variety, feedback task identity and task significance. Supervision is the second facet, measured in such ways as how supervisors provide feedback, assess employees performance ratings and delegate work assignments. Co-workers is the third facet, and is measured in terms of social support, networking and possible benefits attached to those relationships. Pay is the fourth facet and is an important source of satisfaction because it provides a potential source of self esteem as well as the generic opportunity for anything money can buy (Richard et al (2001)).

Obviously satisfaction with pay is measured primarily by current income but also by opportunities for salary increments. Promotion is the final facet and the one that the JDI explicitly assesses how perceptions about the future can affect job satisfaction. Today the facets of the JDI are generally assessed by modifying the adjective checklist and using a Linkert scale on statements such as opportunities for advancement and are plentifully measured from one (Strongly disagree) to five (strongly agree) (Richard et al (2001)).

Job satisfaction is one of the most studied constructs in the areas of industrial organizational psychology, social psychology organizational behaviour, personnel and human resource management and organizational management. This makes sense in that knowledge of the determinants, the consequences and other correlates of job satisfaction can be vital to organizational success (Rosette, 1992). Proper human resource management can only be attained through knowing what affects job satisfaction.

A study conducted in Europe, Asia, Africa and the Americas reported similarities among workers "10,339 workers were surveyed across 10 European countries, Russia, Japan and the United States. Researchers consistently identified the same top five key attributes in a job; ability to balance work and personal life, work that is truly enjoyable, security for the future good pay and salary and enjoyable co-workers. Across the four major geographic regions studied, workers specifically emphasized the importance of potential advancement and the opportunity to build skills as a way to maintain employability and job security".

According to Stephen, (1999) A survey polling members of the Association for investment management and research found that 81% of the managers said they were satisfied or very satisfied with their jobs. When asked to identify factors that create positive feelings about their jobs, most managers named professional achievement, personal or professional growth, the work itself and their degree of responsibility more important than compensation. Factors they viewed as creating negative feelings about their jobs were company policies, administration, and relationship with their supervisors, compensation and the negative impact of work on their personal lives. In order to decrease some of these negative feeling and increase productivity, it has been proposed to reduce the number of work days employees miss by increasing job satisfaction, redesigning disability plans and involving supervisors in management.

Employers interested in remaining competitive in today's World economy need to concentrate in retaining quality employees. "Rewarding employees for work well done increases satisfaction and productivity. (Stephen, 1999). Simple practices like this can aid the atmosphere of the work environment. "Giving recognition and rewards outside the paycheck such as recognizing key employees by name may also help. Other research indicate that customer satisfaction and loyalty are excellent predictors of profitability and the strongest predictors of customer satisfaction; employees' general satisfaction with their jobs and employees' satisfaction with their work/life balance" (Boxall, 2007).

Again it is important to note that job satisfaction is subject to change. "Results of studies comparing differences between age groups and levels of job satisfaction report an

increase in job satisfaction with age” (Burke (1997). For a managerial or organizational effectiveness standpoint, job satisfaction is important due to its impact on absenteeism, turnover and pro-social “citizenship” behaviours such as helping co-workers, helping customers and being more co-operative.

Organizational design and job satisfaction

According to Tampoe (1994) Organization design – developing an organization, which caters for all the activities requires groups together in a way, which encourages integration and cooperation, operates flexibly in response to change, and provides for effective communication and decision-making, Job and role design – deciding on the content and accountabilities of jobs or roles in order to maximize intrinsic motivation and job satisfaction and organizational development – stimulating, planning and implementing programmes designed to improve the effectiveness with which the organization functions and adapts to change.

Improving the quality of the employment relationship by creating a climate of trust, developing a more positive psychological contract. Developing processes for capturing and sharing knowledge to enhance organizational learning and performance. Human resource planning – assessing future people requirements in terms both of numbers and of levels of skill and competence, and formulating and implementing plans to meet those requirements, and recruitment and selection – obtaining the number and type of people the organization needs. Getting better results from the organization, teams and individuals by measuring and managing performance within agreed frameworks of objectives and competence requirements; assessing and improving performance; identifying and satisfying learning and development needs (Legge,1995).

According to Tampoe (1994), organizational and individual learning – systematically developing organizational and individual learning processes; providing employees with learning opportunities to develop their capabilities, realize their potential and enhance employability. Management development – providing learning and development opportunities which will increase the capacity of managers to make a significant contribution to achieving organizational goals. Pay systems – developing pay structures

and systems which are equitable, fair and transparent, contingent pay – relating financial rewards to results, competence, contribution, skill and effort and non-financial rewards – providing employees with non-financial rewards such as recognition, increased responsibility and the opportunity to achieve and grow. Industrial relations – managing and maintaining formal and informal relationships with trade unions and their members, employee involvement and participation – giving them a voice, sharing information with employees and consulting them to matters of mutual interest, and communications – creating and transmitting information of interest to employees (Legge,1995).

Factors that Determine Job Satisfaction

According to Rosette, (1992) most scholars recognize that job satisfaction is a global concept that also comprises various facets. Measures of job satisfaction may assess global satisfaction with a job or satisfaction with several aspects or facets of the job (Fields, 2002). Smith, (Lawla, 1993) considered five facets mainly pay, promotion, co-workers, supervision, work itself. On the other hand (Cooke,2001) assessed nine facets mainly pay, promotion supervision, co workers communication, fringe benefits, contingent rewards operating conditions, nature of work. Research over a period of time has identified and condensed Spector's nine to six factors that influence job satisfaction. When these factors are high, job satisfaction is high. However when the factors were low, job satisfaction was low. Thus job satisfaction is influenced by:-

Mentally Challenging Jobs: According to Rosette, (1992) Employees tend to prefer jobs that give them opportunities to use their skills and abilities and offer a variety of tasks, freedom and feedback on how well they are doing. The above characteristics make work mentally challenging. Jobs with little challenge create boredom and at the same time too much challenge creates frustration and feelings of failure. Therefore under conditions of moderate challenges, most employees experience pleasure and satisfaction.

Equitable Rewards: According to Lawla (1993) Employees want pay system and promotion policies that they perceive as being just and unambiguous and in line with their expectations. When pay is seen as fair based on job demands, individual skill, level and community pay standards, satisfaction is likely to result. However, it should be noted that the key linking pay to satisfaction is not the absolute amount one is paid; rather it is the perception of fairness. Similarly employees seek fair promotion policies and practices

promotion provides opportunities for personal growth, more responsibility and increased social status. Individuals who perceive that promotion decisions are made in a fair and just manner experience satisfaction from their jobs.

Supportive Working Conditions: According to Lawla (1993), for most people, they get more out of work than merely money and tangible achievements. Work fills the need for social interaction. Having friendly and supportive co-workers leads to increased job satisfaction. The leadership style and behaviour of supervisors is a major determinant of satisfaction. Studies have shown that employee satisfaction is increased when the immediate supervisor understands and on a friendly basis, offers praise for good performance, listen to employees' opinion and shows personal interest in them

Employees are concerned with their work environment for both personal comfort and facilitating doing a good job. Studies demonstrate that employees prefer physical surroundings that are not dangerous or uncomfortable.

Personality – Fit (Traits): According to Lawla (1993) there is a high agreement between an employees' personality and occupation results. People with personality traits/types contingent with their chosen career should find that they are more likely to be satisfied.

Influences of Job Satisfaction

According to Kane, (2001), there are a number of factors that influence job satisfaction, for example, one study even found that if college students' majors coincided with their jobs, this relationship predicted subsequent job satisfaction. However, the main influence can be summarized along the preceding five dimensions:

The work itself: According to Kane, (2001). The content of the work itself is a major source of satisfaction, for example, research related to job characteristics approach to job design. Shows that feedback from the job itself and autonomy are two of the major job-related motivational factors. Recent research has found that such job characteristics and job complexity mediate the relationship between personality and job satisfaction, and if the creative requirements of employees' jobs are met, then they tend to be satisfied. At a more pragmatic level, some of the most important ingredients of a satisfying job uncovered by surveys over the years include interesting and challenging work, and a recent survey found that career development (not necessary promotion) was most

important to both younger and old employees'. Firms of fortune's list of "100 Best Companies to Work for," such as VSP, the nation's largest provider of eye care benefits, which is known for innovative human resources practices, have sustained high levels of employee satisfaction with work.

Pay as a factor of job satisfaction: According to Kane, (2001), wages and salaries are recognized to be a significant but cognitively complex and multidimensional factor in job satisfaction. Money not only helps people attain their basic needs but also instrumental in providing upper-level need satisfaction. Employees often sees pay as a reflection of how management views their contribution to the organization. Fringe benefits are also important, but they are not as influential. One reason undoubtedly is that most employees do not even know how much they are receiving in benefits. Moreover, most tend to undervalue these benefits because they do not realize their significant monetary value. However, research indicates that if employees are allowed some flexibility in choosing the type of benefits they prefer within a total package, called a flexible or cafeteria plan, there is a significant increase in both benefits satisfaction and overall job satisfaction.

Promotions and job satisfaction: Promotion opportunities seem to have a varying effect on job satisfaction. This because promotions takes number of different forms and have a variety of accompanying rewards. For example, individuals who are promoted on the basis of performance. Additionally, a promotion with a 10 percent salary raise is typically not as satisfying as one with a 20 percent salary raise. These differences help explain why executive promotions may be more satisfying than promotions that occur at lower levels of organizations. Also, in recent years with the flattering of organizations and accompanying empowerments strategies, promotion in the traditional promotions sense on climbing the hierarchical corporate ladder of success is no longer available as it once was. Employees operating in the new paradigm know that not only are traditional promotions available, they are not even desired. A positive work environment and opportunities to grow intellectually and broaden their skills base has for many become more important then promotion opportunities (Kane, 2001).

Supervision and job satisfaction: According to Lundin (2001) Supervision is another moderately important source of satisfaction. For now however, it can be said that there seem to be two dimensions of supervisory style that affect job satisfaction. One employee centeredness, which is measured by the degree to which a supervisor takes a personal intercept and cares about the employee. It is commonly manifested in ways such as checking to see how well the employee is doing, providing advice and assistance to the individual and communicating with the associate on a personal as well as at the official level. American employees generally complain that their supervisor don't do a very good job on these dimensions. There is considerable empirical evidence that one of the major reason employees give for quitting a company is that their supervisor does not care about them (Kane, 2001).

The other dimension is participation or influence, as illustrated by managers who allow their people to participate in decisions that affect their own jobs. In most cases, this approach leads to higher job satisfaction. For example, a meta-analysis concluded that participation does not have a positive effect on job satisfaction. A participative climate created by the supervisor has a more substantial effect on workers' satisfaction than does participation in a specific decision (Kane, 2001).

Work Group and job satisfaction: According to Legge (1995), the nature of the work group or team will have an effect on job satisfaction. Friendly and cooperative coworkers or team members are a modest source of job satisfaction to individual employees. The work group, especially a “tight” team, serves as a source of support, comfort, advice, and assistance to the individual members. Recent research indicates that groups requiring considerable interdependence among the members to get the job done will have higher satisfaction. A “good” work group and effective team makes the job more enjoyable. However, this factor is not essential to job satisfaction. On the other hand, if the reverse condition exists, people are difficult to get a long with this factor and may have a negative effect on job satisfaction.

Working Conditions: According to Legge (1995), working conditions have a modest effect on job satisfaction. If the working conditions are good (clean, attractive surroundings, for instance), personnel will find it easier to carry out their jobs. If the working conditions are poor (hot, noisy surroundings, for example), personnel will find it difficult to get things done. In other words, the effect of working conditions on job satisfaction is similar to that of the work group. If things are good, there may or may not be a job satisfaction problem; if things are poor, it is likely to be. Most people do not give working conditions a great deal of thought unless they are extremely bad. Additionally, when there are complaints about working conditions, this sometimes is really nothing more than manifestation of other problems. For example, a manager may complain that his office may not have been properly cleaned by the night crew, but his anger is actually a result of a meeting he had with the boss earlier in the day in which he was given a poor performance evaluation. However, in recent years, because of the increased diversity of the workforce, working conditions have taken on a new dimension. There is also evidence of positive relationship between job satisfaction and life satisfaction, and that direction of causality is that people who are satisfied with their lives tend to find more satisfaction in their work (Tampoe, 1994).

Outcomes of Job Satisfaction

According to Legge (1995), to society as a whole as well as from an individual employee's standpoint, job satisfaction itself is a desirable outcome. However, from a pragmatic managerial and organizational effectiveness perspective, it is important to know, if at all, satisfaction relates to outcome variables. For instance, if job satisfaction is low; will there be performance problems and ineffectiveness? This question has been asked by both researchers and practitioners through the years. There are no simple answers, and the results range from weak to strong. In examining the outcomes of job satisfaction, it is important to break down the analysis into a series of specific outcomes.

Satisfaction and Performance: According to Legge (1995), here he poses a question; do satisfied employees perform better than their less-satisfied counterparts? This “satisfaction- performance controversy” has ranged over the years. Although most people assume a positive relationship, the research to date has been mixed. About 20 years ago, the studies assessed by a meta-analysis indicated a relationship between satisfaction and performance. Perhaps the best conclusion about satisfaction and performance is that there is definitely a relationship, but properly not as great as conventional wisdom assumed concerning happy workers as productive workers. Although there is recent supporting research evidence on the causal direction (that correlation studies do not permit), showing satisfaction influences performance rather than vice versa, the relationship may even be more complex than others in organization behavior. For example, there seem to be many possible moderating variables, the most important which is reward. If people receive rewards they feel equitable, they will be satisfied, and this is likely to result in greater performance effort. Also, research evidence indicates that satisfaction may not necessary lead to individual performance improvement but does not lead to departmental and organization-level improvement. A recent meta-analysis of such business unit (7,939 in 36 companies) found that satisfaction is defined and measured by employee engagement. There is a significant relationship with performance outcomes of productivity, customer satisfaction, and even profit. In total, job satisfaction should not be considered as the endpoint in human performance, but there is accumulating evidence that it should, along with other dimensions discussed throughout this text which play an important role in the study and application of organizational behavior (Legge, 1995).

Satisfaction and Turnover: According to Lundin (2001), he poses a question; does high employee job satisfaction result in low turnover? Research has uncovered a moderately negative relationship between satisfaction and turnover. High job satisfaction will not, in and of itself, keep turnover low, but it does seem to help. On the other hand, if there is considerable job dissatisfaction, there is likely to be high turnover. Obviously, other variables enter into an employee’s decision to quit besides job satisfaction. For example, age, tenure in the organization, and commitment to organization may play a role. Some people cannot see themselves working anywhere else, so they remain regardless of how

dissatisfaction they feel. Another factor is the general economy. When things in the economy are going well and there is little unemployment, typically there will be an increased turnover because people will begin looking for better opportunities with other organizations. Even if they are satisfied, many people are willing to leave if the opportunities elsewhere promise to be better. On the other hand, if jobs are tough to get and downsizing, mergers, and acquisitions are occurring, as in recent years, dissatisfaction employees will voluntarily stay where they are. Recent research verifies that employment rates do directly affect turnover. On an overall basis, however, it is accurate to say that job satisfaction is important in employee turnover. Although absolutely no turnover is not necessarily beneficial to the organization, a low turnover rate is usually desirable because of the considerable training costs and the drawbacks of inexperience (Stephen, 1999).

Satisfaction and Absenteeism: According to Richard, (2001), research has only demonstrated a weak and negative relationship between satisfaction and absenteeism. As with turnover, many other variables enter into the decision for an employee to stay home besides satisfaction with the job. For example, there are moderating variables such as the degree to which people feel that their jobs are important. Additionally, it is important to remember that although high jobs satisfaction will not necessarily result in low absenteeism, low job satisfaction is more likely to bring about absenteeism.

Other Effects and Ways to Enhance Satisfaction: According to Richard, (2001), there are other effects brought about by job satisfaction as research reports that are highly satisfied employees tend to have better physical health and can learn new job-related task more quickly, have fewer on-the-job accidents, and file fewer grievances. Also on the positive side, it has been found that there is a strong negative relationship between job satisfaction and perceived stress.

In other words, by building satisfaction, stress may be reduced. Overall, there is no question that employees' satisfaction in jobs is in and of itself desirable. It cannot reduce stress, but as the preceding discussion points have indicated out, it may also help improve performance, turnover, and absenteeism. Based on the current body of knowledge, the following guidelines may help enhance job satisfaction:

Makes jobs more fun: World-class companies such as Southwest Airlines have a fun culture for their employees. Management makes it clear that irreverence is okay; its okay to be yourself; and take the competition seriously, but not yourself. Having a fun culture may not make jobs themselves more satisfying, but it does break up boredom and lessen the chances of dissatisfaction. Have fair pay Benefits and promotion opportunities: These are obvious ways that organization typically try to keep their employees satisfied. As pointed out, an important way to make benefits more effective would be to provide a flexible, so called cafeteria approach. This allows employees to choose their own distribution of benefits within the budgeted amount available. This way there would be no discrepancies between what they want, because it's their choice (Richard, 2001).

Match people with jobs that fit their interest and skills: According to Richard, (2001), getting the right fit is one of the most important, but overlooked, ways to have satisfied employees. In summary, most organization behavior scholars as well as practicing managers would argue that job satisfaction is important to an organization. Some critics have argued, however, that it is pure conjecture because there is so much we do not know about the positive effects of satisfaction. On the other hand, when job satisfaction is low, there seem to be negative effects on the organization that has been documented. So if only from the standpoint view, job satisfaction as a minimum requirement or point of departure, then there is value to the organization's overall health and effectiveness which deserves the study and application in the field of organization behavior (Rossette, 1992).

Critical Overview and Gaps Identified

According to Tampoe (1994), the history of job satisfaction stems back to the early 1900's with the situations perspective on job satisfaction. However, the author did not clearly identify how job satisfaction contribute to the performance of the business which the current study endeavours to do.

According to Rosette, (1992), these theories assume that job satisfaction results from the nature of one's job or other aspects of the environment. The author failed to capture the

aspects of job satisfaction and its contribution to a manufacturing concern such as KVDA.

According to Lawla (1993), employees want pay system and promotion policies that they perceive as being just and unambiguous and in line with their expectations. However, the researcher did not explain how pay and promotion as factors of job satisfaction contribute to job satisfaction and performance of the business.

According to Kane, (2001), there are a number of factors that influence job satisfaction. For example, one study found that if college students' majors coincided with their jobs, this relationship predicted subsequent job satisfaction. The researcher failed to identify the various human resource practices in relation to the contributions they make towards the levels of job satisfaction of the business and how this can be measured. This is exhaustively done in the current study.

According to Lundin (2001), supervision is another moderately important source of satisfaction. However, it is not clear from the study how supervision enables employees to be satisfied so as to increase the level of performance in the business.

According to Legge (1995), the nature of the work group or team will have an effect on job satisfaction. Friendly and cooperative coworkers or team members are a modest source of job satisfaction to individual employees. It is not clear how job satisfaction contributes towards the performance of the business and whether this is directly related to the factors that affect job satisfaction and their relationship with human resource practices. The current study exhaustively does that.

According to Richard, (2001), research has only demonstrated a weak negative relationship between satisfaction and absenteeism. The researcher failed to capture the aspects of human resource practices, job satisfaction and their contribution to the performance of the business.

Summary

The current study therefore is unique because it captures the human resource practices which influence job satisfaction, their contribution to performance in a manufacturing concern. It also identifies the challenges organizations face in using human resource practices to enhance performance of the business.

CHAPTER THREE

METHODOLOGY

Introduction

This section describes the Research Design, Target Population, Sampling Design and Procedures, Data Collection Instruments, Reliability and Validity of the Instrument, Data Collection Procedures and Data Analysis of the Study.

Research Design

The study employed a descriptive study using a case study method. The design allowed for a holistic in-depth study of the organizations, which are similar in many aspects and the findings, were generalized to other areas. The design was chosen because it involves investigation of factors influencing levels of job satisfaction and allowed the respondents to gather and correlate the data in their own words and views as they are in the work places. It has the ability to answer as to why and how, and what can be done to the situation involved.

Target Population

The research targeted the Kerio Valley Development Authority (KVDA). According to company records the target population was 400 personnel which included the staff found in human resource and other related departmental managers. These workers in various strata consisted of heads of departments, supervisors, other union sable employees of KVDA as shown in table 3.1 below. These were targeted because all these workers

represent a different age class, satisfaction level based on Customer loyalty (56 percent)• Productivity • Employee retention• Safety records • Profitability and loyalty.

Table 3.1 Target population

Strata	Target population	Percentage
Management	10	2.5
Supervisors	80	20
Other staff (Union sable Employees)	310	77.5
Total	400	100

Source: KVDA (2009)

Sampling Design and Sample Size

The research adopted stratified sampling technique to sample 30% of the target population from the staff, management and supervisors to sample a sample size of 120. According to Kothari (2009), a sample size of 30% is considered representative if the population ranges between 50 and 500. The researcher wrote their names and folded the papers and inserted them in a basket. There after picked 24 names from supervisors' basket, 3 from managers and 93 from other staff this constituted the sample size of 120 respondents. This is shown in table 3.2 below:

Table 3.2 Sample size

Strata	Target population	Sample size
Management	10 x 0.3	3
Supervisors	80 x 0.3	24
Other staff	310 x 0.3	93
Total	400	120

Source, KVDA (2009)

Data Collection Instruments

The researcher adopted the main data collection tools, opened-ended and closed-ended questionnaire, interviews and observations. Researcher-made questionnaires were used to capture general knowledge on women and career development in an organization. The

questionnaires comprised of questions that are related to challenges faced by women in their career development in an organization. The questions were sub-divided into sections to capture the response and details on general background and specific research information that is required. Stratified sampling was applied on data collection. The questionnaire was structured and semi structured to ensure all information is captured. The semi-structured questions were designed to qualitatively and quantitatively analyze the respondent's views on the factors affecting women career development in an organization.

Data Collection Procedures

Data collection was done using questionnaires as the main data collection tools. The researcher collected data from the selected respondents after obtaining permission from the Kampala International University to carry out research in the identified area of study. The researcher visited KVDA to seek permission and explain the purpose of the research and distributed 5 questions for pilot survey. The researcher also sought the assistance of the heads of departments to distribute questionnaires to employees of human resource and other related respondents who distributed the data collection instruments.

After familiarization, data was collected from the respondents using questionnaires and interview. Questionnaires were administered personally by researcher to the respondents whose reactions were written down. A follow up was made to ensure that all questionnaires are returned. The researcher carried out structural interviews to secure information from departmental heads and human resource manager. The completed instruments were verified and collected from the respondents within a period of ten days from the day of distribution.

Validity and Reliability tests

Content validity of the instrument ensured constructive criticism from the project supervisor who has an extensive experience and expertise in questionnaire construction and in addition through the use of peer reviews. To test content validity the researcher took the number of uncollected items (4) multiply by one hundred and divide by the total (5) with a 0.8 validity index. The items were revised and improved according to advice and suggestions made by the research supervisor. Reliability was to the extent applied to

any measuring procedure which yielded the same results on repeated trials (Carmines & Zeller, 1979). The reliability of the instrument was improved through piloting and pre-testing. Furthermore, the reliability and validity of the results were obtained through member checks to help indicate whether the findings appeared to match with perceived authenticity. This was done in order to limit the distorting effects of random errors on the findings.

The help of the project supervisors of Kampala International University was sought to review the results of the study and to find out if the results matched with what was expected. The research instruments were given to the expert and supervisors to check the extent of their appropriateness measure, expected as stated in the research objectives. Reliability was checked by carrying out pilot study to test the relevance of questions and also to confirm the reliability of the responses of the study which were finally recorded.

Data Analysis

The data collected for the purpose of the study was adopted and coded for completeness and accuracy of information at the end of every field data collection day. Data capturing was done using Excel software. Data analysis was done and the findings were reported in chapter four. Descriptive statistics approach was adopted, analyzed and presented in this study; the researcher summarized patterns in the response from the sample by use of SPSS. The observation from closed-ended questions were tabulated and analyzed while frequency and percentage was used for open-ended questions so as to convey meanings to the data. However, inferential statistics was used, where necessary, to determine if patterns described in the sample can be applied to the population from which the sample is drawn. Data was analyzed using descriptive and statistical such as frequencies, percentages and tables to enable the researcher to describe the distribution of the dependent variable according to the independent variable. Data was analyzed and presented using frequency distribution tables. This is summarized in table 3.3

Table 3.3 Summary of Data Analysis KVDA 2010

Research questions	Dependent variable	Independent variable	Test statistics

What are the contributions of human resource practices on the level of employee job satisfaction	Level of job satisfaction	Human resource practices	Pearson correlation coefficient
What is the contribution of job content on the level of job satisfaction	Level of job satisfaction	Job content	Pearson correlation coefficient
What is the influence of pay on the level of job satisfaction	Level of job satisfaction	Pay	Pearson correlation coefficient
What is the influence of promotion on the level of job satisfaction	Level of job satisfaction	Promotion	Pearson correlation coefficient
What is the contribution of supervision on levels of job satisfaction	Level of job satisfaction	Supervision	Pearson correlations
What is the influence of co-workers on level of job satisfaction	Level of job satisfaction	Co-workers	Pearson correlations coefficient
What is the regression model suitable for this data	Level of job satisfaction	Predictor variables	Linear regression

Ethical Consideration

The researcher sought the audience of the human resource department and management to assure them that the findings of the study was to be used purely for academic purposes and the finding was forwarded only to authorized persons of the company. The researcher also assured the respondents that their responses will not be used against them or to victimize them in any way. The researcher therefore advised the respondents not to indicate their names in the questionnaire to protect them against victimization in case their responses would not auger well with the management or authority.

Limitation of the Study

The study was limited to employees of KVDA. Human resource practices and levels of job satisfaction vary in different areas depending on variation in behavioural and environmental aspects. Thus the findings may not necessarily apply to organizations similar in size, nature of business and location. It was limited to job satisfaction levels in manufacturing companies. The findings also faced the limitation of suspicion from the respondents who are likely to doubt the intention of the research. Most of the employees were also carrying out their daily duties and may have less spare time to answer the questionnaire. The research gave explanation of the intention of the research. The findings therefore were generalized to all companies in East Africa.

CHAPTER FOUR

PRESENTATIOIN AND ANALYSIS OF DATA

Introduction

This chapter includes the analysis and results of this study in line with the research questions. Frequency distribution tables were used to present the demographic characteristics of the respondents. Pearson correlation tests were used to establish the relationship between the independent variables and the levels of job satisfaction. Linear regression analysis was used to fit a regression model to the data.

Research question one: the Profile of the Respondents

An examination of the questionnaire responses pertaining to the demographic characteristics for each of the 120 respondents revealed the data presented in table 4.1

Table 4.1 Demographic characteristics of the respondents, KVDA 2010

Demographic factor		Number of respondents	Percentage of respondents
Gender	Male	73	60.8
	Female	47	39.2
	Total (N=120)	120	
Age	Under 25 years	10	8.3
	25 0 35 years	36	30.0
	36 – 45 years	50	41.7
	46 years and above	24	20.0
	Total (N=120)	120	
Work experience	Under 5 years	15	12.5
	6 – 10 years	30	25.0
	11-15 years	45	37.5
	16 – 20 years	14	11.7
	Over 20 years	16	13.3
	Total (N=120)	120	

Level of education	Primary	13	10.8
	Secondary	51	42.5
	College diploma	30	25.0
	Other	26	21.7
	Total (N=120)		
Department	Marketing	34	28.3
	Production	52	43.3
	Finance	14	11.7
	Administration	20	16.7
	Total (N=120)	120	

As shown from the table, out of the 120 respondents, 60.8 percent were males while 39.2 percent were female. The age distribution of the respondents was: under 25 years, 8.3 percent, 25-35 years, 30 percent, 36-45 years 41.7 percent and 46 years and above, 20 percent. This sample included individuals with a range of work experience, including under 5 years, 12.5 percent, 6-10 years, 25 percent, 11-15 years, 37.5 percent, 16-20 years, 11.7 percent and over 20 years, 13.3 percent. The main level of education was secondary with 43.3 respondents. Other levels included college diploma (25.0 percent); others such as degree (21.7 percent); and primary (10.8 percent).

Levels of Employee job satisfaction

Table 4.2 presents the questionnaire responses pertaining to job satisfaction

Table 4.2. Employees' perception of their job satisfaction, KVDA (2010)

	employee job satisfaction	
	number of respondents	percentage of respondents
highly dissatisfied	<i>12</i>	<i>10.0%</i>
dissatisfied	<i>10</i>	<i>8.3%</i>
not sure	<i>6</i>	<i>5.0%</i>
satisfied	<i>53</i>	<i>44.2%</i>
highly satisfied	<i>39</i>	<i>32.5%</i>
Total	<i>120</i>	<i>100.0%</i>

Source: Survey data (2010)

As shown in the table, ten percent of the respondents reported to be highly dissatisfied with their jobs. Over eight percent reported to be dissatisfied. Five percent were unsure of

their job satisfaction. Over forty-four percent reported to be satisfied. Close to thirty-three percent noted that they were highly satisfied.

Contributions of human resource practices on the level of job satisfaction

Human resource practices commonly used by the KVDA

An examination of the questionnaire responses pertaining to human resource practices commonly used for each of the 120 respondents revealed that 6 key practices were being commonly used. Over 33 percent of the respondents reported that performance management was the most commonly used practice. Others identified included: human resource development (27.5 percent); employee relations (12.5 percent); recruitment and selection (10.8 percent); orientation (8.3 percent); and work influence (7.5 percent) these results are presented in figure 4.1

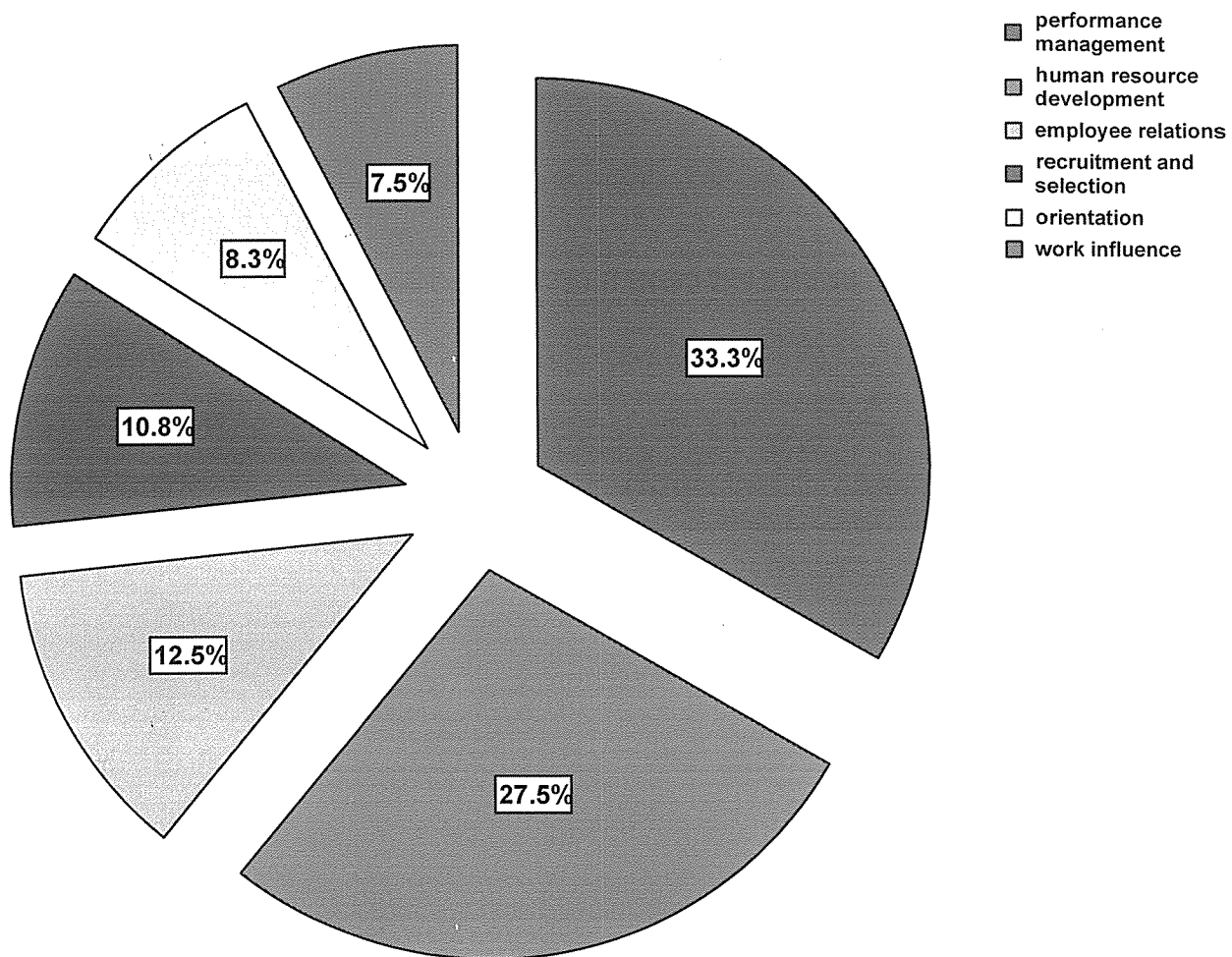


Figure 4.1 Human Resource Practices commonly used in KVDA 2010

The relationship between human resource practices used and employee level of job satisfaction.

To establish the relationship between human resources practices used on employee level of job satisfaction, a correlation test was used.

The null hypothesis for this test was consequently set as follows:

Ho: There is no significant relationship between human resource practices and the level of employee job satisfaction.

The total mean scores of the questionnaire responses pertaining to human resource practices for each of the 120 respondents were computed and then correlated with those pertaining to job satisfaction. The SPSS output for this test is presented in table 4.3.

Table 4.3 Results of the correlational test between human resource practices and the level of employee job satisfaction in KVDA (2010)

		human resource practices	employee job satisfaction
human resource practices	Pearson Correlation	1	.891**
	Sig. (2-tailed)		.000
	N	120	120
employee job satisfaction	Pearson Correlation	.891**	1
	Sig. (2-tailed)	.000	
	N	120	120

** . Correlation is significant at the 0.01 level (2-tailed).

Source: Author's own compilation 2010.

As shown from the table, there was a highly significant positive correlation between human resource practices and employee job satisfaction ($r=0.891, p<0.0001$). This indicates that sustained human resource practices are likely to increase employee job satisfaction.

Contributions of job content to job satisfaction

Characteristics of job content

An examination of the questionnaire responses pertaining to job content revealed the information presented in figure 4.2.

Figure 4.2: Characteristics of Job Content, KVDA

As shown in the figure, over 37 percent of the respondents reported that they received a sense of accomplishment from their job, twenty five percent found that job challenging, slightly over 23 percent expressed satisfaction with their job. Close to 8 percent claimed that their job was uninteresting. Close to 6 percent claimed that their job was dull.

The relationship between job content and employee job satisfaction

To establish the relationship between job content and employee job satisfaction, the null hypothesis was set as follows:

Ho: There is no significant relationship between job content and employee job satisfaction.

The total mean responses pertaining to job content were confronted for each of the respondents and correlated with those of employee job satisfaction. The SPSS output for this test is presented in table 4.4.

Table 4.4: Results of the correlational test between job content and employee job satisfaction, KVDA.

		employee job satisfaction	job content
employee job satisfaction	Pearson Correlation	1	.802**
	Sig. (2-tailed)		.000
	N	120	120
job content	Pearson Correlation	.802**	1
	Sig. (2-tailed)	.000	
	N	120	120

** . Correlation is significant at the 0.01 level (2-tailed).

Source: Survey data, owner's computation (2010).

The results show a highly significant positive correlation between job content and employee job satisfaction ($r=0.802, p<0.0001$). This clearly indicates that the job content

impacts positively on employee satisfaction. Thus if the employee gets a high sense of accomplishment from the job, he/she is likely to be satisfied with the job.

The influence of Pay on employee job satisfaction

Respondents views of their pay

An examination of the questionnaire responses pertaining to respondents views of the pay revealed the information presented in figure 4.3

Figure 4.3: Respondents views of their pay, KVDA

From the figure, there seemed to be consensus of the pay being adequate. Over 52 percent of the respondents felt that their pay was adequate enough for normal expenses. Slightly below 32 percent observed that they were well paid. A very small proportion of the respondents (5 percent) were dissatisfied with the pay.

The relationship between pay and employee job satisfaction

The null hypothesis

Ho: There is no significant relationship between employees' pay and job satisfaction.

This data was used to establish the influence of pay on employees' job satisfaction. The SPSS output for the correlation test is presented in table 4.5.

Table 4.5. The output of the Correlational test between pay and employee job satisfaction, KVDA (2010)

		employee job satisfaction	pay
employee job satisfaction	Pearson Correlation	1	.761**
	Sig. (2-tailed)		.000
	N	120	120
pay	Pearson Correlation	.761**	1
	Sig. (2-tailed)	.000	
	N	120	120

** . Correlation is significant at the 0.01 level (2-tailed).

Source: Survey data, owner's Computation (2010).

The results indicate a highly significant positive correlation between pay and employee job satisfaction. ($r=0.761$, $p<0.0001$). This again shows that an increase in pay is likely to result in employee job satisfaction.

The effects of promotion, supervision and co-workers on job satisfaction

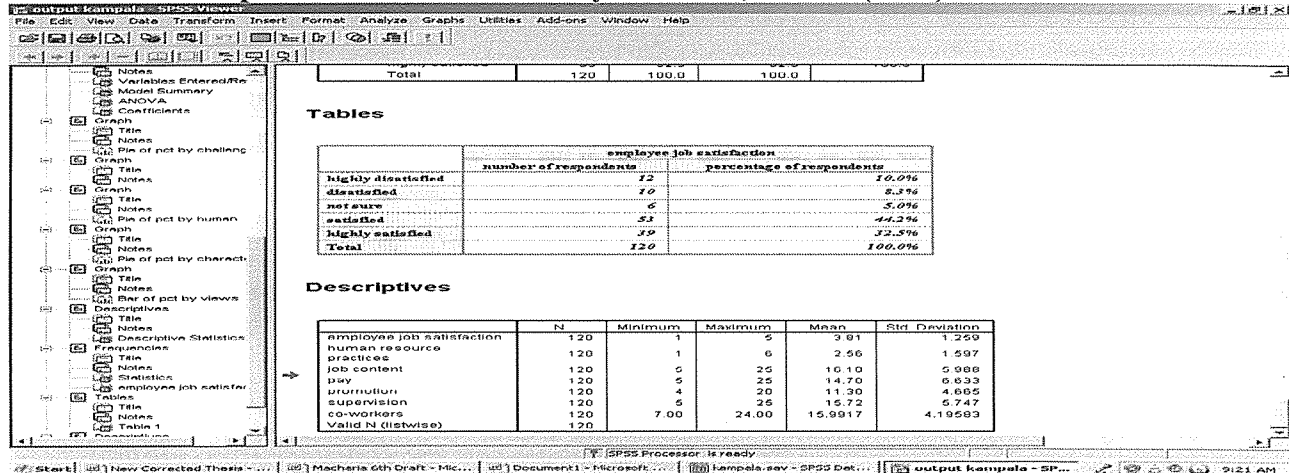
Similar correlational tests were conducted to establish the effects of promotion, supervision and co-workers on employee job satisfaction.

In both cases, results indicated highly positive correlations with employee job satisfaction ($r=0.750$, $p<0.0001$; $r=0.828$, $p<0.0001$; and $r=0.813$; $p<0.0001$ respectively). Thus promotion is likely to improve job satisfaction as are supervision and cooperation from co-workers.

Cumulative effect of employee satisfaction predictor variables

The descriptive statistics of the study variables are presented in table 4.6

Table 4.6. Descriptive Statistics of the study variables, KVDA (2010)



The screenshot shows the SPSS output window with the following data:

Tables

employee job satisfaction		
	number of respondents	percentage of respondents
highly dissatisfied	12	10.0%
dissatisfied	10	8.3%
not sure	6	5.0%
satisfied	52	44.2%
highly satisfied	30	25.5%
Total	120	100.0%

Descriptives

	N	Minimum	Maximum	Mean	Std. Deviation
employee job satisfaction	120	1	5	3.81	1.259
human resource practices	120	1	6	2.56	1.597
job content	120	5	25	16.10	5.988
pay	120	5	25	14.70	6.033
promotion	120	4	20	11.30	4.685
supervision	120	5	25	15.72	5.747
co-workers	120	7.00	24.00	15.9917	4.19593
Valid N (listwise)	120				

Source: Survey data, owner's computation (2010)

The statistics show that the total number of respondents was $n=120$ for each of the six response variables and the one criterion variable. Employee job satisfaction had a minimum response of 1 and a maximum response of 5. The mean response for this criterion variable was 3.81. Human Resource practices averaged a response value of 2.56 and ranged from a minimum of 1 to a maximum of 6. Job content ranged between a total response score of 5 and 25 and averaged a score of 16.1. The mean response score of pay was 14.70 in the range 5 to 25. Responses pertaining to promotion items ranged between a total score of 4 and 20 to average a score of 11.30. The average score for responses on supervision items was 15.72 in the range 5 and 25. Responses on co-worker items ranged between a total of 7 and 24 and averaged a value of 15.99.

To establish the cumulative effect of the predictor variables namely: human resource practices, job content, pay, promotion, supervision, and co-workers, a linear regression model was used. The hypothesis used for this analysis was:

Ho: There is no linear relationship between employee satisfaction and the predictor variables.

The results of this analysis are presented in table 4.7a, table 4.7b and table 4.7c

Table 4.7a Model Summary

Model	R	R square	Adjusted	Std. error of the estimate
1	0.912 ^a	0.832	0.822	0.532

a. Predictors: (Constant), Human Resource Practices, job content, pay, promotion, supervision, co-workers.

Table 4.7b ANOVA^b

Model	Sum of squares	df	Mean square	F	Sig
1 Regression	156.937	7	22.420	79.325	.000 ^a
Residual	31.654	112	.283		
Total	188.592	119			

a. Predictors: (constant), human resource practices, job content, pay, promotion, supervision, co-workers.

b. Dependent variable: employee job satisfaction

Table 4.7c: Coefficients^a

Model		Unstandardized coefficients		Standardized coefficients		
		B	Std error	Beta	t	Sig
1	(Constant)	-2.065	.503		-4.103	.000
	Human resource practices	.338	.079	.466	4.267	.000
	Job content	.052	.088	.246	.584	.560
	Pay	.100	.046	.332	2.168	.020
	Promotion	.106	.045	.236	2.360	.032
	Supervision	.151	.078	.687	1.942	.055
	Co-workers	.090	.074	.477	1.225	.223

a. Dependent variable: employee job satisfaction

Using the enter method, a significant model emerged ($F_{7, 112} = 79.325, p < 0.005$)

Adjusted R square = 0.822. Significant variables are shown below:

Predictor variable	Beta	p
Human resource practices	.466	$p < .0005$
Pay	.332	$p = .020$
Promotion	.236	$p = .032$

(Job content, supervision and co-workers were not significant predictors in this model)

The beta values indicate that human resource practices with a Beta value of .466 is the strongest predictor of employee job satisfaction. This is followed by Pay and promotion. The R square value of 0.822 indicates that the model accounts for 82.2 percent of the variance in employee satisfaction. Consequently, employee satisfaction could be represented by the equation.

$$Y = -2.07 + 0.47 x_1 + 0.25x_2 + 0.33x_3 + 0.24x_4 + 0.69x_5 + 0.48x_6$$

Where Y – employee satisfaction

X_1 = human resource practices

X_2 = job content

X_3 = pay

X_4 = promotion

X_5 = supervision and

X_6 = co-workers

Challenges facing KVDA in using various factors to improve Job Satisfaction

An examination of the questionnaire responses pertaining to challenges facing KVDA in using various factors to improve job satisfaction identified six key factors. Close to 33 percent of the respondents identified lack of adequate finance as the main challenge facing KVDA in using various factors to improve job satisfaction. Other challenges identified were: unclear human resource policies (23.3 percent); poor job description (16.7 percent); government interference (13.3 percent); poor leadership (7.5 percent); and cultural influences (5.8 percent). This data is presented in figure 4.4.

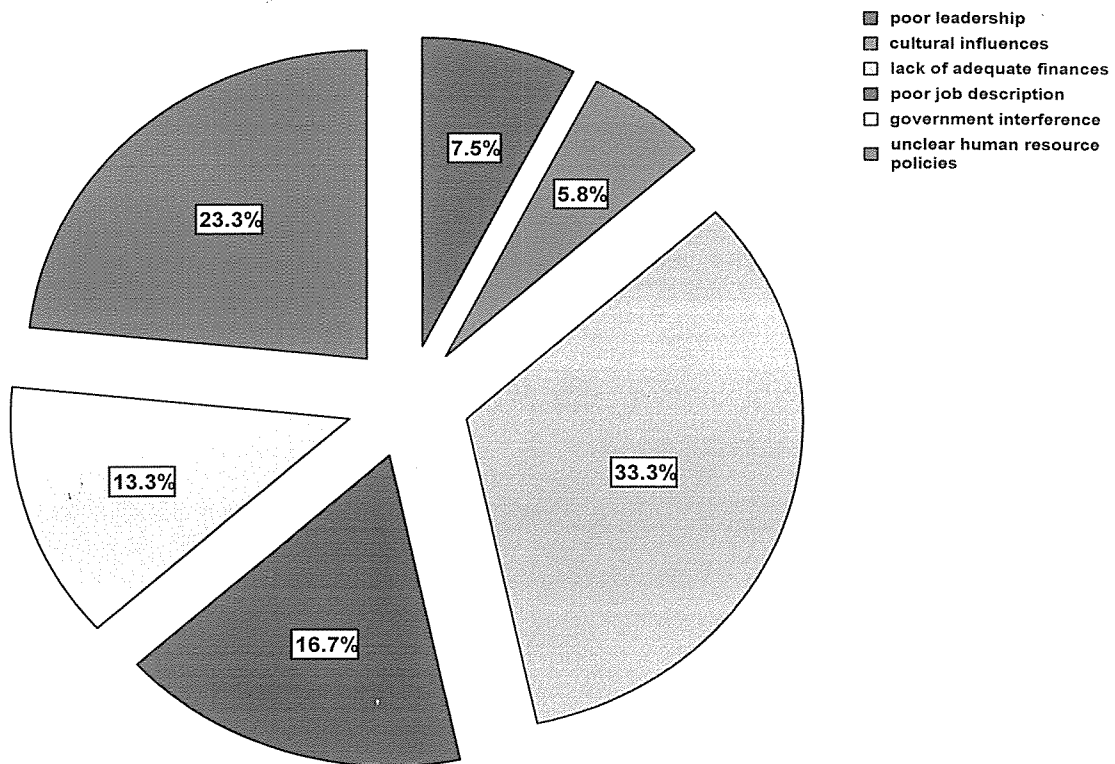


Figure 4.4: Challenges facing KVDA in using various factors to improve Job Satisfaction, KVDA.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

Introduction

The findings of this study are summarized in this chapter with a view of crystallize the key findings in relation to the research objectives. The findings are further discussed thematic to other similar findings. Conclusions are then drawn based on the findings and in order to answer the research objectives. This chapter concludes with recommendations drawn from the conclusions made.

Summary of the Findings

General Information

The findings of this study have been derived from the study objectives. In retrospect, the study set out to address the following research objectives.

- i) To profile the KVDA employee based on age,
- ii) To determine the contribution of human resource practices on the levels of employee job satisfaction at KVDA
- iii) To determine the influence of pay on the levels of job satisfaction at KVDA.
- iv) To establish the influence of promotion on the levels of job satisfaction of employees at KVDA
- v) To determine the contribution of supervision on levels of job satisfaction of employees at KVDA.
- vi) To establish the influence of co-workers on the levels of job satisfaction at KVDA

The responses to these research objectives were provided through the analysis of the collected data. Consequently, the following findings were made.

The contribution of Human Resource practices on the levels of employee Job Satisfaction

Regarding the contribution of Human resource practices on the levels of employee job satisfaction, the study established that there is a strong positive correlation between human resource practices and employee job satisfaction. In particular, the study

established that performance management; human resource development and employee relations were critical human resource practices.

The findings indicated that there was a significant relationship between human resource practices and employees job satisfaction. This is consisted with those of Tampoe (1994), that Human resource planning involves assessing future people requirements in terms of both numbers and of levels of skill and competence, and formulating and implementing plans to meet those requirements. These views are further supported by Legge (1995), who observed that performance management involves getting results from the organization, teams and individuals by measuring and managing performance within agreed frameworks of objectives and competence requirements. Moreover, Legge (1995), adds that employee relations encourages maintenance of formal and informal relationships thereby enhancing employee involvement and participation. This then gives the employees a voice, allows them to share information and consult on matters of mutual interest, and communications.

The contribution of job content on the levels of Job Satisfaction

Regarding the contribution made by job content on the levels of job satisfaction, the study established that there is a strong positive relationship between job content and employee job satisfaction. The correlation coefficient of 0.802 clearly indicates that the employee tends to derive satisfaction from well defined job content. In particular, the employees at KVDA tended to be satisfied when among other characteristics, they received a sense of accomplishment from their jobs. They also welcomed challenges in heir line of duty.

These findings concur with those by Rosette (1992) that employees tend to prefer jobs that give them opportunities to use their skills and abilities and offer a variety of tasks, freedom and feedback on how well they are doing. Indeed it is worth noting that the employees at KVDA were of the view that jobs without challenge created boredom. The views of Rosette are further supported Kane (2001), who observed that the content of the work itself is a major source of satisfaction.

The influence of pay on the levels of employee Job Satisfaction

The current study established that pay also had a strong positive impact on employee job satisfaction. The correlation coefficient value of 0.761 confirms that an increase in pay tends to result in an increase in employee job satisfaction and vice versa.

This finding was expected since pay is one of the five facets of job satisfaction as observed by Smith et al (1996). Indeed as noted by Richard et al (2001), pay is an important source of satisfaction because it provides a potential source of self esteem as well as the generic opportunity of anything that money can buy. These views are shared by Kane (2001), that wages and salaries are recognized to be a significant but cognitively complex and multidimensional factor in job satisfaction.

The influence of Promotion on the levels of Job Satisfaction

The correlation coefficient between promotion and employee job satisfaction was found to be 0.750. The study thus established that there is a strong positive relationship between promotion and employee job satisfaction of particular interest was the fact that most of the employees seemed to favour the KVDA promotion policy.

The finding that promotion correlates positively with levels of job satisfaction is consistent with others (e.g. Stephen, 1999). Accordingly, rewarding employees for work well done increases satisfaction and productivity. These views are supported by Kane (2001) that a positive work environment and opportunities to grow intellectually and broaden their skill base has become an integral part of promotional impetus.

The influence of Supervision on the levels of Job Satisfaction

Regarding the influence of supervision on the levels of job satisfaction, the study established that there was a strong positive relationship between supervision and levels of employee job satisfaction. Indeed the correlation coefficient value of 0.828 indicates that supervision has a major positive impact on job satisfaction.

This is consistent with the findings by Kane (2001) that a participative climate created by the supervisor has a more substantial effect on workers satisfaction than does participation in a specific decision. These views are supported by Lundini (2001), that supervision is another moderately important source of satisfaction and may be bi-dimensional i.e. one employee centeredness and participation.

The influence of Co-workers on employee Job Satisfaction

Regarding the influence of co-workers on employee job satisfaction, the current study established that indeed there is a direct relationship between co-workers and employee job satisfaction. The correlations coefficient was 0.813 indicating that the relationship was strong and positive. This finding concurs with that of Legge (1995) that the nature of work group or team will have an effect on job satisfaction. Indeed, friendly and cooperative co-workers or team members are a coldest source of job satisfaction to individual employees. These views supported hose by Lawla (1993), that for most people, there is more out of work than merely money and tangible achievements. Work fills the need for social interactions. Having friendly and supportive co-workers leads to increased job satisfaction

Conclusions

In view of the findings of this study, it is clear that in a business environment that requires employees who are flexible, creative and willing to take risks, it is necessary to find ways for sustained job satisfaction. Levels of employee satisfaction in KVDA are therefore dependent on the following factors

- a) Human resource practices such as performance management, human resource development and employee relations are crucial in elevating levels of employee satisfaction.
- b) Well defined job content poses challenges to employees who in turn derive satisfaction in surmounting these challenges.
- c) Pay as a facet of job satisfaction tends to provide potential for self esteem. When supplemented by promotion, levels of job satisfaction are likely to be sustained.

- d) Supervision though necessary should be handled cautiously and consistent to the needs of the organization.
- e) Encouraged team work has potential for effective operations and realization of results thereby sustaining levels of employee satisfaction.

Despite the overall success in sustaining levels of employee satisfaction in KVDA, challenges such as poor leadership, cultural influences, lack of adequate finances, poor job description etc were noted in an effort to apply the various factors necessary for enhancing levels of employee job satisfaction.

Recommendations

In view of the conclusions drawn, the following recommendations were made.

- a) There is need to monitor and enhance human resource practices that cut across cultural diversity for sustainable levels of job satisfaction.
- b) Job content should be consistent with the employee's professional and academic qualification so as to provide the necessary job impetus.
- c) There is need for frequent salary reviews so as to continuously evaluate and refine the pay structure.
- d) Carry out employee appraisals with a view of informing on merited promotions in time with the company's promotion policies from time to time.
- e) Encourage transformative leadership so that employees view the supervisor as their team captain. This could build a corporate culture that requires employees to be an integral part of the organization thereby maximizing on the talents and competencies brought to the organization by each employee.
- f) There is need to undertake research on the effect of leadership on levels of job satisfaction to address the identified challenge of poor leadership

Suggestion for Further Study

A study of such magnitude cannot be exhaustive with a single study. The researcher therefore recommends a further study on the following areas:

- a) The contribution of job satisfaction on the reduction of labour turnover in the financial service industry sector.

- b) Enhancing levels of job satisfaction as a competitive edge in SMEs in Kenya.
- c) Understanding the impact of human resource diversity practices on firms' performance in Kenya.
- d) Measuring the relationship between organizational satisfaction and individual worker satisfaction level in public enterprises in Kenya

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APPENDIX 3

QUESTIONNAIRE

I am a student at the Kampala International University undertaking a research on Human resource practices and job satisfaction in KVDA – A case study of Kerio Valley Development Authority, Eldoret Kenya. Kindly assist me by filing this questionnaire as honestly as possible. The findings of this study will be used specifically for academic work. I promise to keep the responses confidential. Thank you.

SECTION A – Background Information

Please put an “X” in the boxes provided to indicate the most appropriate response for you in respect of the following:

- | | |
|-----------------------------------|--|
| 1. Age (years) | 2. Gender |
| Under 25 <input type="checkbox"/> | Male <input type="checkbox"/> |
| 25 – 35 <input type="checkbox"/> | Female <input type="checkbox"/> |
| 36 – 45 <input type="checkbox"/> | |
| 46 – 55 <input type="checkbox"/> | |
| 3. Marital Status | 4. Level of Education <input type="checkbox"/> |
| Married <input type="checkbox"/> | Primary School <input type="checkbox"/> |
| Single <input type="checkbox"/> | Secondary School <input type="checkbox"/> |
| Widowed <input type="checkbox"/> | College Diploma <input type="checkbox"/> |
| Divorced <input type="checkbox"/> | Other (Specify) |
| Other (Specify) | |
| 5. Working Experience | 6. Department Working in |
| Under 5 <input type="checkbox"/> | Marketing <input type="checkbox"/> |
| 6 – 10 <input type="checkbox"/> | Production <input type="checkbox"/> |
| 11 – 15 <input type="checkbox"/> | Finance <input type="checkbox"/> |
| 16 – 20 <input type="checkbox"/> | Administration <input type="checkbox"/> |

Over 20 years ☐

7. Position at the place of work

Management ☐

Supervisory ☐

Unionisable ☐

Any Other (Specify)

Section B – Specific Research Questions

1. What are the human resource practices commonly used by your organization to improve high levels of job satisfaction?

(a) Work influence ☐

(b) Orientatation ☐

(c) Recruitment and selection ☐

(d) Performance management ☐

(e) Human resource development (workshop and training) ☐

(f) Employee relations (team work and conflict resolution) ☐

2. Listed below are statements pertaining to factors which influence job satisfaction in your organization. For each statement, Rank this based on the likert scale

5. Highly satisfied 4. Satisfied 3. Moderately satisfied 2. Dissatisfied 1. Very dissatisfied

a. Job content as a factor of job satisfaction

My work gives me a sense of

Accomplishment 5 4 3 2 1

My work is dull 5 4 3 2 1

My work is satisfying 5 4 3 2 1

My work is uninteresting 5 4 3 2 1

My work is challenging 5 4 3 2 1

b. Pay as a factor of job satisfaction

My pay is fair	5	4	3	2	1
I am underpaid	5	4	3	2	1
My pay is adequate for					
Normal expenses	5	4	3	2	1
I am well paid	5	4	3	2	1
My pay is insecure	5	4	3	2	1

c. Promotion and job satisfaction

My job offers me a good					
chance for promotion	5	4	3	2	1
My job is a dead – end job	5	4	3	2	1
My job offers promotion					
on ability	5	4	3	2	1
My job offers good					
opportunity for promotion	5	4	3	2	1
Our promotion policy is unfair	5	4	3	2	1

d. Supervision and job satisfaction

My supervisors praise me					
For good work	5	4	3	2	1
My supervisors are annoying	5	4	3	2	1
My supervisors are tactful	5	4	3	2	1
My supervisors are bad	5	4	3	2	1
My supervisors are upto date	5	4	3	2	1

e. **Co-workers and job satisfaction**

My co-workers are helpful	5	4	3	2	1
My co-workers are boring	5	4	3	2	1
My co-workers are intelligent	5	4	3	2	1
My co-workers are lazy	5	4	3	2	1
My co-workers are responsible	5	4	3	2	1

f. **Occupational level and job satisfaction**

My occupational level is

concomitant to my

Education and experience	5	4	3	2	1
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My occupational level is above

My education and experience	5	4	3	2	1
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My occupational level is lower

Than my education and experience	5	4	3	2	1
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3. What according to you are the challenges facing your organization in using various factors to improve job satisfaction?

a) Inappropriate leadership	5	4	3	2	1
b) Culture influences	5	4	3	2	1
c) Lack of enough finance	5	4	3	2	1
d) Poor job description	5	4	3	2	1
e) Government interference	5	4	3	2	1
f) Unclear human resource policies	5	4	3	2	1

3. To what level are you satisfied with your job at your company?

Highly satisfied ☐

Satisfied ☐

Not sure ☐

Dissatisfied ☐

High dissatisfied ☐

5. If you have any suggestions you would like to make to improve the quality of work within your organization please do so in the space provided below.

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.....

.....

.....

Thank you for your Co-operation

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KAMPALA
INTERNATIONAL
UNIVERSITY

Ggaba Road, Kansanga PO BOX 20000 Kampala, Uganda
Tel: +256(0) 41-266813 * Fax: +256 (0) 41-501 974
E-mail: admin@kiu.ac.ug *website: [http:// www.kiu.ac.ug](http://www.kiu.ac.ug)

INSTITUTE OF OPEN AND DISTANCE LEARNING
OFFICE OF THE DIRECTOR

Date: 13th May, 2010

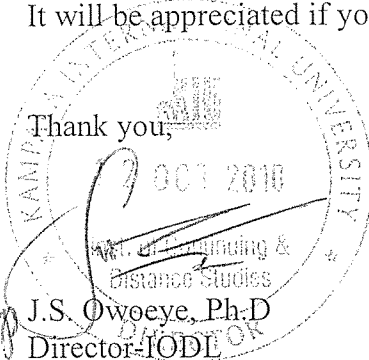
TO WHOM IT MAY CONCERN

Letter of Introduction

This is to introduce **Francis Osoro Ondera** Reg. No. **MBA/10017/81/DF** a student pursuing a Master's Degree in Business Administration of Kampala International University from **September 2008** in the Institute of Open and Distance Learning Programme. He is writing his research on '**Assessment of Job Satisfaction Levels in Parastals in Kenya: A case Study of Kerio Valley Development Authority (KVDA) - Eldoret, Kenya**'. He is at the data collection stage and your Institution/ Organization has been chosen for his research study.

It will be appreciated if you can accord him the necessary assistance.

Thank you,


J.S. Owoeye, Ph.D
Director-IODE

KERIO VALLEY DEVELOPMENT AUTHORITY



P.O. BOX 2660, ELDORET, TEL: 254-2063361-3, FAX, 2063364,
E-MAIL: info@kvda.go.ke

18th October 2010

OUR REF:

KVDA/0/2010/10

OUR REF:

Francis Osoro Ondera
P.O Box 1279
ELDORET.

Dear Sir,

**RE: AUTHORITY TO COLLECT DATA FOR YOUR THESIS: ASSESSMENT OF JOB
SATISFACTION LEVELS IN PARASTALS IN KENYA**

Your request to collect data from our organization regarding your research on the above subject has been granted by the management subject to the following conditions:-

- a) You restrict yourself to the information requested for.
- b) The information provided by the respondents (staff) in different departments should be treated as confidential.
- c) Information provided should be for purely academic purposes as requested.
- d) You should confine yourself to your professional ethics by not leaking information provided by our organization to any other third party.

We hope you will comply with the above conditions.

Yours faithfully
For Kerio Valley Development Authority

E. Kebenei
Human Resource Manager

KERIO VALLEY
DEVELOPMENT
AUTHORITY