JOB SATISFACTION AND EMPLOYEE PERFORMANCE WITHIN THE TELECOMMUNICATION INDUSTRY IN KENYA: A CASE OF AIRTEL KENYA LIMITED

BY

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DECLARATION
I hereby truthfully declare that the above titled research proposal is my original work and that, it has not been presented for the award of a degree in any university.

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I confirm that this research proposal has been submitted for examination with my approval as the University Supervisor.

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DEDICATION

I dedicate this research proposal to my son, husband, mother, sisters and brothers for their unlimited understanding in allowing me pursue this MBA program and for their prayers and support.
ACKNOWLEDGEMENT

Many people have encouraged and supported me throughout the writing of this research proposal. I would like to acknowledge their contribution by mentioning their names. Mr. E Obere for his time and patience to scrutinize this proposal. Proff. Muathe for the invaluable support in concluding this project. You have contributed immensely in shaping this study through your advice, directions, suggestions and criticisms. The staff of Airtel Kenya Limited, for providing me with the necessary information for this proposal. To my husband and son for your patience, understanding, encouragement, prayers and support.

God Bless You All.
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LIST OF ABBREVIATION AND ACRONYMS

HRM – Human Resource Management

ICT – Information and Communication Technology

SPSS - Statistical Program for Social Sciences
OPERATIONAL DEFINITION OF TERMS

Development opportunities:
Entails creating a chance for promotion with the company and providing opportunity for training and skill development.

Employee retention strategies:
It refers to the means, plan or set of decision-making behaviour put in place by organizations to keep their competent workforce.

Employees:
A person in the service of another under contract of hire, express or implied, oral or written where the employer has the right or power to control and direct the employee in the material detail on how the work is to be performed (Arthur, 1995).

Human Resource policies:
Rules and guidelines put in place by companies to hire, train, promote, compensate, appraise and terminate employees.

Job Satisfaction:
The attitudes and feelings people have about their job. It is the degree to which an employee has positive emotions towards the job role.

Organization:
Refers to a social arrangement which pursues collective goals, controls its own performances and has boundary separating it from its environment (Harrison, 2005).

Reward:
anything given by organizations to employees in response to their contribution and performance. It may be financial or non-financial reward.
**Strata:**
The sub groupings that are derived through stratified random sampling procedure.

**Talent Management:**
Refers to the anticipation of required human capital the organization needs at the time then setting a plan to meet those needs.

**Target population:**
It refers to all the members of a real hypothetical set of people, events or objects to which a researcher wishes to generalize the results of a research study.

**Work environment:**
Entails work procedures, the physical design of workplace, protective an healthy equipment and flexible work schedule.
ABSTRACT
The issue of employee satisfaction has been momentous in recent times to the development and accomplishment of organizations’ goals and objectives. This research study aims at investigating the factors that affect employee satisfaction at Airtel Kenya Limited. Specifically, the study seeks to investigate the influence of talent development on employee satisfaction, to establish the extent to which reward influences employee satisfaction; establish the influence of organizational structure on employee satisfaction and investigate the influence of organizational commitment on satisfaction of employees. Theoretical and empirical studies will be reviewed to assess the factors likely to affect employee retention. The study will adopt descriptive research survey. A sample size of 50 employees will be taken for the research study, representing 20% of an entire population of 250. Data for the study will be collected primarily through semi-structured questionnaire. The study will adopt descriptive statistics analytical techniques to analyze the variables, using Statistical Program for Social Sciences (SPSS). Statistical instrument to be used for the research analysis will mainly be inferential statistics, specifically correlation matrix and multiple regression analysis. The researcher will employ the survey strategy for the study. This strategy is proposed because it allows the collection of a large amount of data from a sizable population in an economical manner. The study will employ descriptive statistics method for presenting and summarizing bio-data. Findings would be reported in the form of tables and figures and appropriate recommendations given.
CHAPTER ONE

INTRODUCTION

1.1 Background of the study

Job satisfaction can be defined as psychological state of how an individual feels towards work, in other words, it is people’s feelings and attitudes about variety of intrinsic and extrinsic elements towards jobs and the organizations they perform their jobs in. The elements of job satisfaction are related to pay, promotion, benefits, work nature, supervision, and relationship with colleagues (Mosadeghard, 2003). Employees’ satisfaction is considered as all-around module of an organization’s human resource strategies. According to Simatwa (2011) Job satisfaction means a function which is positively related to the degree to which one’s personal needs are fulfilled in the job situation. Kuria (2011) argues that employees are the most satisfied and highly productive when their job offers them security from economic strain, recognition of their effort, clean policy of grievances, opportunity to contribute ideas and suggestions, participation in decision making and managing the affairs, clean definitions of duties and responsibilities and opportunities for promotion, fringe benefits, sound payment structure, incentive plans and profit sharing activities, health and safety measures, social security, compensation, communication, communication system and finally, atmosphere of mutual trust respect. Job satisfaction means pleasurable emotional state of feeling that results from performance of work (Simatwa, 2011).

It commences with the recruiting of right people and continues with practicing programs to keep them engaged and committed to the organization (Freyermuth, 2004). Sutherland, (2004) contends that companies with high quality human capital perform better in marketplace, and deliver higher and more consistent returns to shareholders, than companies with mediocre workers. Sustainable competitive advantage requires satisfaction of employees for retention to the knowledge base of an organization. This knowledge is often tacit and hard to transmit between employees. Competitive companies worldwide rely on their employees to provide innovative, advantageous and original solutions to problems the company may have. Employees
are deemed to be part of the intangible assets of an organization. They are a precious commodity that forms a significant part of an organization’s value.

Employee job satisfaction is supremely important in an organization because it is what productivity depends on. If your employees are satisfied they would produce superior quality performance in optimal time and lead to growing profits. Satisfied employees are also more likely to be creative and innovative and come up with breakthroughs that allow a company to grow and change positively with time and changing market conditions.

Employee satisfaction is becoming more challenging for companies including those in the telecommunication industry due to a number of factors such as availability of the right talent in some fields, manager-employee relations, competition, differences in the level of employer-employee expectations, the high cost associated with hiring new talents, among others. Employers’ need for strategic effort directed at satisfying current employees is now urgent than ever to improve retention rates and decrease the associated costs of high turnover. Voluntary turnover is a huge problem for many organizations (Mitchell et al., 2001).

The labor market today is growing and changing fast. It is the responsibility of the leader in the organization to adapt to these changes to be able to make the organization profitable. To be able to do this, it is crucial to satisfy the key employees in the organization since they are the ones that drive the company forward. According to Young (2006), companies are faced with people leaving to join other companies. The average worker is changing jobs ten times between ages of 18 and 37 continuously. Young asserts that one answer to this issue is to believe that you can purchase knowledge to replace what you are losing. McCrea (2001) suggests that employees today change jobs frequently and do not have the company loyalty that existed 30 years ago when your valued employees were hired. The article, “The battle for brainpower” (2006), also states that loyalty to employers is fading therefore companies need to raise productivity by managing talent better. The hunt for talent has gone global as the globalization creates demands and opportunities for most employees.
Employees in an organization have always been key assets as their departure could have significant effect on the implementation of the organization’s business plans and may eventually cause a parallel decline in productivity. As such, employee satisfaction is important in the long-term growth and success of a company. Employee satisfaction would ensure customer satisfaction and effective succession planning (Mello, 2007). Employee satisfaction would also improve investor’s confidence, as they are concerned with organization’s capacity to perform in such ways that would positively influence the value of their investment in the company, hence there is no question that uncontrolled employee turnover could damage the stability of the company.

Talent and employee job satisfaction are closely related, in that happy brains lead to creative brains. Job satisfaction and employee happiness should be a big aspiration in talent management due to its impact on productivity, creativity and loyalty of employees. Talented employees want a clear vision of where the organization is going and an opportunity to personally grow and develop.

Talent is the natural above average ability to perform a task. This individual has the natural inclination to perform the tasks they are talented in better than others. A talent is always a skill but a skill isn’t always a talent.

A skill is the ability to do something well ie expertise, while talent is the natural aptitude.

Career is an occupation undertaken for a significant period of an individual’s life with opportunities for progress. It’s an individual’s journey through learning, work and aspects of life.

Employees want to feel that their talent and skill enables them to develop in a certain organization through opportunities for growth. Absence of this leads to dissatisfaction and poor performance. This is currently the case at Airtel Kenya.
a) Importance of job satisfaction

Job satisfaction ensures that the right employees are recruited and retained in an organization. It also maintains productivity by keeping the workforce constantly engaged and motivated. It has also been proven that job satisfaction controls the ill effects of role conflicts and job induced stress thus minimizes labor turnover for great employees.

A work environment is made up of a range of factors, including company culture, management styles, hierarchies and human resources policies. Employee satisfaction is the degree to which employees feel personally fulfilled and content in their job roles. Employee turnover is the rate at which employees leave their employers, whether voluntarily or involuntarily. These three distinct concepts are inseparably linked; workplace environments greatly influence employee satisfaction, which in turn directly affects employee turnover rates. Knowing how to use a positive work environment to increase employee satisfaction and reduce turnover is a key to developing a high-performance workforce.

Personal Respect

Personal respect for employees at all levels of a company is an integral part of a positive work environment. Personal respect in the workplace encompasses such issues as discrimination based on age, gender or ethnic background, sexual harassment and the role of personal politics in forming workplace relationships.

In general, the more personal respect employees are given at work, the more satisfied they will be in their jobs. A lack of personal respect can cause employees in high-paying positions to quit their jobs, increasing employee turnover. On the other hand, an abundance of personal respect can cause employees to overlook lower salaries due to increased inner satisfaction.

Growth Opportunities

The degree to which companies offer personal and professional growth opportunities for employees plays into the overall work environment. Opportunities to learn new skills,
take on new responsibilities, achieve higher compensation and gain new positions can allow employees to set and work towards goals, conveying a sense of personal achievement that boosts employee satisfaction. Employees rarely prefer to remain static in their careers for long. Rather, most people continually look for opportunities to advance. Providing these opportunities can keep your employee turnover levels under control, as employees stick with you for longer to achieve their personal and career goals.

Management Styles

Different business owners and managers utilize different management styles. Managers can be collaborative, working alongside subordinates to accomplish tasks. Managers can be facilitative, stepping aside and making sure that employees always have the tools, materials and information they need to do their jobs. Managers can also be coercive and overbearing, micro-managing employees' every move.

No single management style is better than another. The best management style for any given situation depends on the nature of work being performed, and the needs and preferences of employees doing the work. Fitting the right management style with the right situation can increase employee satisfaction, keeping turnover rates low.

Company Culture

The concepts of company culture and work environment can be easily confused, but there are distinct differences between the two. Put simply, a work environment is the result and product of a company's distinct culture. Company culture includes elements such as the way in which conflicts are handled, the freedom to try new things and fail without consequences, dress code policies, predominate communication styles and other intangible details.

Like management styles, no company culture is inherently better than another. Company cultures must fit with their employees to increase job satisfaction, or else employees may look elsewhere to find a workplace better suited to their personalities.
b) Factors Affecting Job Satisfaction

Finding out exactly what makes people feel satisfied about their work can become a multi-faceted issue. According to Arnold and Feldman (1996), there are a variety of factors that make people feel positive or negative about their job. Moreover, some employees may be satisfied with few aspects of their work but dissatisfied with all other aspects, (Mullins, 2002). In the Telecommunication industries scenario, many staff members have reported that they are satisfied with the working hours and holidays but there are other factors such as supervision and the work itself that lead to their job dissatisfaction (Schenk, 2001).

In terms of working conditions, the worker would rather desire working conditions that will result in greater physical comfort and convenience. The absence of such working conditions, amongst other things, can impact poorly on the worker’s mental and physical well-being (Baron and Greenberg, 2003). Robbins (2001) advocates that working conditions will influence job satisfaction, as employees are concerned with a comfortable physical work environment. In turn this will render a more positive level of job satisfaction. Arnold and Feldman (1996) shows that factors such as temperature, lighting, ventilation, hygiene, noise, working hours, and resources are all part of working conditions. Employees may feel that poor working conditions will only provoke negative performance, since their jobs are mentally and physically demanding. However, Arnold and Feldman (1996) warned that if working conditions are too favorable or the extreme, this could be taken for granted or ignored by most employees. In such a case the employee does not really appreciate his good working conditions, or if it is the contrary, this may not bother or affect him.

Research appears to be equivocal regarding the influence of pay on job satisfaction. According to Bassett (1994), a lack of empirical evidence exists to indicate that pay alone improves worker satisfaction or reduces dissatisfaction. According to Bassett (1994) highly paid employees may still be dissatisfied if they do not like the nature of their job and feel they cannot enter a more
satisfying job. In a study conducted by Oshagbemi (2000) amongst United Kingdom academics, a statistically significant relationship between pay and rank of employees and their level of job satisfaction was established. However, a study conducted by Young, Worchel and Woehr (1998) in the public sector failed to find any significant relationship between pay and satisfaction. Similarly, results from a survey conducted by Brainard (2005) amongst postdoctoral scientific researchers found pay and benefits to be weakly associated with job satisfaction.

The existence of both financial reward and recognition has been found to have a significant influence on knowledge workers (Arnolds & Boshoff, 2004). Individuals view their remuneration as an indication of their value to the organization. They compare their inputs to received outputs relevant to that of others (Nel et al., 2004). This view is supported by Sweeney and McFarlin (2005) who concur that comparisons with similar others are important predictors of pay satisfaction. Their study, which was based on the social comparison theory, highlighted the fact that comparisons to similar others impacts on pay satisfaction. According to Boggie (2005), inequity in terms of lack of recognition and poor pay often contribute to a problem with employee satisfaction.

A number of researchers are of the opinion that job satisfaction is strongly related to opportunities for promotion (Pergamit & Veum, 1999; Peterson et al., 2003; Sclafane, 1999). This view is supported in a study conducted by Ellickson and Logsdon (2002) with municipal government workers where satisfaction with promotional opportunities was found to be positively and significantly related to job satisfaction. Kreitner and Kinicki (2001), however, state that the positive relationship between promotion and job satisfaction is dependent on perceived equity by employees. However, Hoy and Miskel (1991) warned that those top achievers promoted too quickly can result in dissatisfaction amongst loyal intelligent but less creative senior workers. The human resources department, at most times, is constantly asked the question “does the job position entail opportunity for advancement (promotion).”
a) Telecommunication Industry in Kenya
The telecoms industry in Kenya, just like the rest of the world, is going through profound changes. In the past decade, technological advancement and regulatory restructuring have transformed the industry. Markets that were formerly distinct, discrete and vertical have coalesced across their old boundaries with a massive investment of capital - much of it originating from private sector participants. The result is new markets, new players, and new challenges including staff restructuring which may cause dissatisfaction as changes caused by market liberalization. Market liberalization efforts have also picked up ensuring the successful partial privatization of Telkom Kenya Ltd (December 2007), divestment of GoK’s 25% stake in Safaricom Ltd through a public listing (May 2008), and the launch of fourth mobile operator Econet Wireless Kenya (November 2008). This has resulted into some of the world’s best known telecommunication providers – Vodafone, Bharti International/ Airtel, France Telecom, and Essar Communications through their investments in Safaricom Limited, Telkom Kenya Limited and Econet Limited respectively - being major players in the Kenyan market. Ongoing infrastructural developments by operators have largely been focused on network expansion for increased nationwide coverage (Price Waterhouse Coopers, 2009-2012).

b) Airtel Kenya Limited
Bharti Airtel Limited is a leading global telecommunications company with operations in 19 countries across Asia and Africa. The company offers mobile voice and data services, fixed line, and high speed broadband services. Airtel has been ranked among the six best performing technology companies in the world by business weekly. Airtel has 250 million+ customers across its operations and is the fifth largest integrated telecom operator in the world. Airtel as a brand has played the role of a major catalyst in reforms in every country it operates in and has been contributing to its economic resurgence. Today Airtel touches people's lives with its services by ushering in a new era of staying connected offering a wider range of services to choose from. Airtel Kenya is the Kenyan operation, formerly Kencell/Celtel/Zain. The company is one of the leading mobile network operators in Kenya and one of the fastest growing telecommunication companies in Africa.
In the context of this study, employees at Airtel face problems of organizational policies where the organization indulge in unfair application of organizational policies on issues like promotions; line managers engage in unfair treatment of employees like unnecessary victimization. The opportunities for career development are limited due to the fact that most senior roles are held by expatriates. There is also no concerted effort to encourage creativity and innovation, having in mind the dynamic environment upon which the organization operates in. In terms of performance management, the employees experience biased ratings leading to dissatisfaction and a normalization process that is very subjective.

Based on this background the study will therefore analyze factors influencing employee satisfaction within the telecommunication sector in Kenya particularly at Airtel Kenya Limited.

1.2 Problem Statement
Employee satisfaction is increasing in importance, as the competition for talent is high and still growing. It is not hard for a competitor to compete with individual elements of employment such as salaries and benefits. Boyens (2007), focuses on the reasons of involuntary turnover, voluntary turnover, and promotion for employees to leave a particular company. Furthermore, he says that the two types of turnover are the most devastating for organizations. The effect of voluntary turnover includes loss of performance, knowledge, expertise, relationship, and loss of the time and resources that it took to train the employee. This leads to a feeling of insecurity and affects the performance of the employees who are left because of the constant disruption of services and too much change which as a result affects the general performance of the company.

Employee turnover rates have, within the last decade become a nationwide epidemic. Employees in Airtel no longer feel the sense of company loyalty that once existed. Increasing numbers of corporate mergers and acquisitions have left employees feeling detached from the companies that they served and haunted by concerns of overall job security. This has led the employees to focus more on job hunting rather than performance thereby hurting the general performance of the company. With the problem of increasing employee turnover in the telecommunication industry,
one wonders if the goal of the Kenya government concerning the growth and expansion of the sector is going to be realized. It therefore calls for a greater action to be taken to find out how to retain the organization’s valuable employees and the factors likely to affect them to remain in the industry to help achieve company objectives and that of the government of Kenya. This research study seeks to investigate the factors that may influence employee satisfaction and how these factors affect retention of employees of Airtel Kenya Limited.’

The current level of job satisfaction at Airtel is quite low. With the constant changes in ownership and resultant management teams which always comes with a myriad of new ways of doing things. Most of this new strategies have not performed well in the market because the employees themselves do not believe in them and will therefore not perform optimally to meet this goals. This has led to the dismal performance of the company as a whole and that is why Safaricom still leads by a huge margin with close to ten million subscribers and an 80% market share as compared Airtel’s less than two million subscribers and a less that 15% market share. It’s important to note that these two companies were formed on the same year, therefore the difference is success should not be too huge. Due the above-mentioned job satisfaction issues, Airtel has been unable to emerge from its doldrums.

1.3 Objectives of the research

1.3.1 General objective
The general objective of the research is to examine the relationship between job satisfaction and employees performance and to analyze how these affect employees at Airtel Kenya Limited.

1.4 Specific objectives
Specifically, the research seeks to:

(i) To investigate the effect of talent development including training and development on job satisfaction and performance at Airtel Kenya Limited
(ii) To probe the extent to which reward and recognition influences job satisfaction and performance at Airtel Kenya Limited.
(iii) To explore the influence of availability of career advancement, promotions and new job opportunities on job satisfaction and performance at Airtel Kenya Limited.
(iv) To study the influence of organizational structure and organisational policies on job satisfaction and performance at Airtel Kenya Limited.
(v) To investigate the influence of organizational commitment, physical working environment and involvement of employees in decision making on job satisfaction and performance at Airtel Kenya Limited.

1.5 Research Question
The study will be based on the following research questions:

(i) How has talent management & development influenced job satisfaction levels at Airtel Kenya?
(ii) How has reward and recognition influenced employee satisfaction at Airtel Kenya?
(iii) Describe how organizational structure has influenced employee satisfaction at Airtel Kenya Limited?
(iv) How does organizational commitment influence satisfaction of employees at Airtel Kenya Limited?

1.6 Significance of the study
To the telecommunication industry as a whole, the findings and results of the study will provide a more reliable in-depth understanding of the factors that affect employee satisfaction and to help shape the future policy formulation of the industry, thus facilitating immensely the achievements of the objectives of the Kenya Government in enhancing the reliability and efficiency of the provision of telecommunication services; data provide will assist in monitoring the organization achievement towards the millennium goals as well as vision 2030 objectives. To the management of Airtel Kenya, the findings are expected to provide answers to the fundamental question of why employees stay and what would cause them to leave and to help the company formulate appropriate retention policies and strategies to enhance employee satisfaction and company
performance and productivity. To researchers, the result of the study will serve as literature to throw more light on the factors that may affect employee satisfaction. The outcome will further serve as secondary data for future research on the topic.

1.7 Scope of the study
It would have been appropriate if the study could cover the telecommunication industry in Kenya as a whole, but due to time and financial constraints, the researcher chose to concentrate the study on employees of Airtel Kenya Limited.

1.8 Limitation of the study
The sample size is limited, as the study will target only 20% of the total employees. The research findings would also be limited to factors and conditions existing at the company, as at the time of the study. Moreover, the conclusion of this research study would be limited and constrained to unique factors associated with this company. Consequently, the conclusion may not be the same as other companies.
CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction
This chapter will serve as the foundation for the development of the study. It will discuss the relevant literature relating to the factors that affect employee job satisfaction. It will specifically focus on theoretical review, past studies on the subject in an effort to highlight the relationship of those research and this research and a review of some of the literature on the variables of the research. These variables include: talent development, reward, organization structure, organization commitment and influence of managers on job satisfaction, these variables form the basis of the research. The chapter also provides the research gap and the conceptual framework that shows the relationship between the variables of the study.

2.2 Theoretical Review
2.2.1 Theories of job satisfaction
Scholars and researchers have produced comprehensive theories based on job satisfaction. Their aim was to provide a framework for understanding, not just the factors influencing such attitudes, but also why it results in such effects (Baron & Greenberg 2003).

2.2.2 Hertzberg’s Two Factor Theory
The research conducted by Hertzberg determined what people actually want from their jobs. The respondents had to describe work situations in which they felt good (satisfied) or bad (dissatisfied) in their jobs. The feedback received was then categorized into satisfaction or dissatisfaction. The characteristics related to job satisfaction included advancement, recognition, the work itself, achievement, growth and responsibilities. Hertzberg referred to these characteristics as ‘motivators’. The characteristics related to dissatisfaction, which included working conditions, supervision, interpersonal relationships, company policy and administration were referred to as ‘hygiene’ factors (Robbins, 2001).
According to Schermerhorn (1993), Herzberg’s two-factor theory is an important frame of reference for managers who want to gain an understanding of job satisfaction and related job performance issues. Schermerhorn asserts that Herzberg’s two-factor theory is a useful reminder that there are two important aspects of all jobs: what people do in terms of job tasks (job content), and the work setting in which they do it (job context). Schermerhorn suggests that managers should attempt to always eliminate poor hygiene sources of job dissatisfaction in the workplace and ensure building satisfier factors into job content to maximize opportunities for job satisfaction. This theory is relevant and significant to this study in that it recognizes that employees have two categories of needs that operate in them and that both should be addressed. This theory therefore can guide a researcher in establishing determinants of employees’ satisfaction in Telecommunication sector in Kenya.

2.2.3 Locke’s Value theory
According to this theory (Baron and Greenberg 2003), the impact of the various factors of job satisfaction can be determined. In this aspect, if an organization knows the value placed on each factor, the greater the shift in satisfaction changes that will be produced. This theory also advocates that if too much value is placed on a particular factor, stronger feelings of dissatisfaction will occur. Locke’s theory is therefore multifaceted and greatly specific for each individual. This can be illustrated in the following example: Two employees that perform the same task at the same place of work may experience the same level of satisfaction but in totally different ways. The one employee may be strongly influenced by the physical aspects of the job whilst the other employee may be influenced by the challenge and variation inherent in the job (Locke, 1976). In contrast, Baron and Greenberg (2003) argue that although Locke’s Theory has not been extensively researched, a great amount of emphasis placed on values alludes that job satisfaction may rise from factors. This theory as well is significant to this study as it is essential to guide in determining the factors that contribute towards the varying degrees of job satisfaction or job dissatisfaction.
2.3 Empirical Review

2.3.1 Effect of talent development on Job satisfaction

An organization that wants to strengthen its bond with its employees must invest in the development of their employees (Woodruffe, 1999). It entails creating opportunities for promotion within the company and providing opportunity for training and skill development that let employees to improve their employability on the internal and the external labour market (Meyer & Smith, 2003). They argue unambiguously that organizations will do a better retention job by spending more resources on training and development. An organization that provides education and training will be more competitive and productive and will win the loyalty of its workforce.

Robert Half International, Inc. conducted a study that examined why people leave their jobs. The results showed that more often people leave for advanced career opportunities and development and not necessarily for monetary factors such as compensation (Johnson, 2004). Career development is important for both the organization and individual. It is a mutual benefit process because career development provides the important outcomes for both parties (Wright et al., 2005). It is an effective way to enhance employee retention. Career development constitutes a visible investment that the company makes in the worker, providing him or her with new skills, and greater competencies and confidence. It often leads to work that is more intrinsically rewarding.

Ongori & Agolla (2009), contend that lack of personal growth in organizations results in career plateau which in tend leads to increased employees intentions to quit. Many employees find themselves in jobs that offer them limited mobility opportunities in terms of upward movement in the organization. Career plateau is thus seen as a major contributing factor to employees to quit in organizations. Human Resource professionals thus have a greater responsibility of managing career plateau and hence minimize employee turnover.

According to Lee (2003), plateau employees are likely to have higher labour turnover because they want to advance their careers elsewhere in the environment. Studies have shown that employee who have attained plateau have a high degree of intention to quit due to reduced opportunity in the present organization (Yamamoto, 2006).
Career opportunities encourage workers to make longer-term commitments to their workplace; it permits them to see a future with the company. Organizations need talented employees for maintaining the sustainable competitive advantage (Prince, 2005). Employee training and development should be looked upon as an investment, rather than a cost, with planning and budgeting requirements similar to those dedicated to capital improvements. An organization’s human capital is one of its key sources of differentiation, and employees are more likely to remain satisfied if they receive an effective orientation and regular access to technical and non-technical training. Competency-based training and development increases employee productivity, reduces turnover, improves job satisfaction, aids in the recruiting process, rewards long-time employees, and reduces the need for employee supervision (Steel et al., 2002).

Griffeth et al. (2000), asserted that training and development are key factors to good retention. Meyer et al. (2003), also suggest that employee learning which encompasses training and development contribute to retention by building employee commitment through a show of support, providing employees with the means to deal with stress related to job demands and change, serving as an incentive to stay, and creating a culture of caring. Thus, training and professional development are seen as ways of building employee commitment in that they allow employees to “see a future” where they work, and provide them with the support necessary to face the on-going challenges related to their work.

Kyndt et al. (2009), implemented a study in which they wanted to analyze the reasons why employees stay in a company or what causes them to look for other job-opportunities. In their research, they put special focus on workers’ learning because they assume that learning plays a very crucial role concerning retention. Learning opportunities have generally referred to three dimensions of learning on the job: opportunities to learn new things on the job, having a job that requires one to be creative, and being able to influence what happens on the job. Another study found challenging and extensive learning opportunities to be associated with better psychological functioning, subjective health, and coping styles (Taylor, 2004).

Taylor (2004), concluded that the dramatic difference in higher rates of job satisfaction for employees in small companies relative to large companies could be attributed to the extent of workplace learning opportunities available in small companies. Way, (2002) claims that if employees feel they are not learning and growing, they feel they are not remaining competitive
with their industry peers for promotion opportunities and career advancement. Once employees feel they are no longer growing, they begin to look externally for new job opportunities.

Lee-Kelley et al. (2009), also focused on organizational and personal factors which might affect retention. The investigations showed that the perception of the importance of learning to employees and the quality of work climate is a strong predictor of employee intentions to remain with their current employer. The researchers suggest that human resource management should formulate policies that put more emphasis on employee development and training in order to retain the needed talent for effective performance. One of the ways they recommend organizations achieve this is by ensuring that opportunities for personal advancement and growth are consistently available (Hay Group, 2007).

However, the conundrum is that the more employable organizations makes their employees through training and development opportunities the more their mobility capital increases (Cappelli, 2000). Studies have shown that if employers do not attend to employees training needs they leave (Hay Group, 2007). If employers do develop them, some will leave anyway but the organization will benefit from their competence for the duration of their tenure. Martin (2003), however contends that if the training given to employees is off- the -job, then they will go out to explore their skills acquired. Consequently, researchers suggest that training and development given to employees should be based on- the- job to development their skills and competencies on their current jobs.

Nonetheless, employees should be given the chance to grow in their careers since employees with greater opportunities for self-growth and development are as well committed to the organization. Currivan (1999), defines organizational commitment as the degree to which an employee feels loyal to an organization. Similarly, Steers & Porter (1991), define organizational commitment as the relative strength of an individual’s identification with and involvement in a particular organization. Meyer & Smith (1997), describe committed employees as people who stay with the organization through thick and thin. They attend work regularly and put in a full day. Committed people protect company assets, share company goals, vision, and ethics. Shahzad et al. (2010), give the antecedents of commitment as procedural justice, expected utility of internal roles, employment security, job investments and training.
Harpur (2002), contends that organizational commitment is an environment created by a company, a set of values it subscribes to, and the ability of employees to identify with and be loyal to the company. He asserts that by instilling a sense of organizational commitment, trust and loyalty increase, and in turn increase job satisfaction and motivation. Wright et al. (2000), found that individuals with low organizational commitment are just waiting for a good opportunity to leave their jobs. Thatcher et al. (2003), argue that organizational commitment has a distinct link to turnover and that it mediates the effects of job satisfaction, job characteristics, and perceived pay competiveness.

Many studies have reported a significant association between organizational commitment and turnover intentions and have confirmed the link between commitment and actual turnover. Griffeth et al. (2001), analysis showed that organizational commitment was a better predictor of retention. Researchers have established that there are different types of organizational commitment. Meyer & Smith (2003), investigated the nature of the link between turnover and the three components of attitudinal commitment. Affective commitment refers to employees’ emotional attachment to, identification with and involvement in the organization, continuance commitment refers to commitment base on costs that employees associate with leaving the organization, and normative commitment refers to employees’ feelings of obligation to remain with the organization.

They asserted that, employees with strong affective commitment stay with an organization because they want to, those with strong continuance commitment stay because they need to, and those with strong normative commitment stay because they feel they ought to. Meyer & Smith’s study indicated that all three components of commitment were indicator of retention. In general, most research has found affective commitment to be the most decisive variable linked to retention.

In their research into the factors influencing employee retention, Wright et al. (2005), identified that the first important indicator of employee retention is their organizational commitment. They commented that employees with a high organizational commitment are those who have a strong identification with the organization, value the sense of membership within it, agree with its
objectives and value systems, are likely to remain in it and, finally, are prepared to work hard on its behalf.

2.3.2 Effects of Reward on Satisfaction
Reward is something that an organization gives to the employees in response of their contribution and performance. A reward can be extrinsic or intrinsic, it can be a cash reward such as bonuses or it can be recognition such as naming a worker an employee of the year. The extrinsic rewards are the most tangible, such as salaries, bonuses, promotions etc, yet these incentives alone are not enough. Employees judge the quality of their job in the intrinsic satisfaction (the personal reward they reap from their work). Using intrinsic rewards to increase employee commitment and retention is achievable in any organization. While it is both an art and science, it has basic component of human nature that are fundamental. When these intrinsic approaches are understood and ingrained in the organization’s culture, productive employees remain. It has been asserted that, when pay and benefits are comparable to the market, it is the intangibles that make for a dedicated workforce (Shechtman, 2008).

Reward is something that an organization gives to the employee so that the employees become motivated for future positive behaviour (Ongori, 2008). In a corporate environment, rewards can take several forms. It includes cash bonuses, recognition awards, free merchandise and free trips. It is important to note that the rewards have a lasting impression on the employee and it will continue to substantiate the employee’s perception that they are valued (Johnson, 2004).

Recognition and reward programs are an important component of an employee retention plan. The importance of these kinds of program is rooted in theories of positive reinforcement. By saying “thank you” to employees for a job well done or a pat on a shoulder to show appreciation, an organization is reinforcing ideal behavior and encouraging more of the actions that will make it successful (Johnson, 2004). People who feel appreciated are more positive about themselves and their ability to contribute; employees who understand how their efforts contribute to the success of the organization overall are the most engaged, and therefore the least likely to leave.
The Society for Human Resources Management (SHRM) says that rewards are one of the keys to avoiding turnover, especially if they are immediate, appropriate, and personal. The Hay Group and Fortune magazine study of the “Most Admired Companies” also cites rewards and recognition as a key driver of employee retention, as it create a culture that motivates and supports employees (Hay Group, 2007). In the absence of a structured program and an accompanying workplace philosophy about recognizing good work, it is easier for employees to leave. "People don't quit jobs, they quit relationships,” said Ferris, paraphrasing the conclusion of a Gallup study (Murray, 2007).

A valued employee is more likely to stay in employment than unvalued employee is. Sutherland (2004), argues that reward systems ought to be a significant sphere of innovation for employers. The increasing diversity of the workforce, she says, suggests the need for more creative approaches to tailoring the right rewards to the right people. She concluded that recognition and reward are part of a more comprehensive effort at keeping workers or adopting good workplace practices which can contribute to increased retention.

Recognition is one of the most important methods of rewarding people. Employees need to know not only how well they have achieved their objectives or carried out their work, but also that their achievements are appreciated. Recognition needs are linked to the esteem needs of Maslow’s hierarchy of needs. Recognition can be provided by positive and immediate feedback and praises where it is well observed (Armstrong & Murlis, 2008).

Rewards are very important for job satisfaction because it fulfills the basic needs as well as helps to attain the higher level of goals. Earnings is the way by which employee get to know how much they are gaining by dedicating their time, effort and skill in a job (Armstrong, 2010). Attractive remuneration packages are one of the very important factors of retention because it fulfills the financial and material desires as well as provide the means of being social by employee’s status and position of power in the organization (Pfeffer, 1998). Many researchers demonstrate that there is a great deal of inter-individual difference in understanding the significant of financial rewards for employee retention (Woodruffe, 1999). An organization’s reward system can affect the performance of the employees and their desire to remain employed (Robinson & Pillemer, 2007).
2.3.3 Effect of Organizational Structure on Job satisfaction

Cho et al. (2006), emphasized that organizational policies and Human Resource practices in quest of employee retention will outperform the competition. Griffeth et al. (2001), categorically explained the significance of human resource policies and its impact on employee retention. Similarly, proficiently planned and well-executed employee retention program enhances productivity and reduces employee turnover expenditures (Sutherland, 2004).

Human Resource policies with respect to stimulating performance evaluation mechanism, performance based reward mechanism and career growth and promotion opportunities affect worker’s decisions of either staying or leaving a job. Employees always look for career growth opportunities and in this context Human Resource policy functions stimulate employees to stay in the current job. Large number of research has been conducted on the role of Human Resource policies in mitigating voluntary turnover, and in each of the studies, the conclusion is that Human Resource policies go a long way to affect employee retention.

Employee performance appraisal is used to measure employee workplace performance and improving performance (Taylor, 2004). It is asserted that the impact of fair performance appraisal process on employee retention is positive as Kuvaas, (2008) contends. Memon et al. (2010), explained that performance appraisals are designed to relate pay to performance irrespective of intensity of performance and goal achievement.

Human Resource Training and Development function plays an important role in developing a learning organization which exploits full potential of its people at an individual, team and organization level. Somaya & Williamson (2008) suggested, “In an organization where employees receive the proper training needed to assume greater responsibilities, turnover rates are generally lower”. Beside this, Lambert et al. (2002), found that employee training considerably mitigates employee desire to leave the organization particularly for the new employees.

It is observed that the clear and well-articulated career growth strategy mitigates the effect of employee intention to leave typically at the time when employees have an unclear career expectation. In this context, clearly defined job growth and advancement opportunities affect
employee–employer relationship in many positive ways and it leads to reduced turnover (Samuel & Chipunza, 2009).

One primary Human Resource tool that is used to affect motivation and performance is compensation (Robinson & Pillemer, 2007). Employee dissatisfaction with compensation result in high turnover and it provokes employee intention to leave a specific job or organization permanently. Kim (2008), recommends that monetary benefit alone is not worth mentioning and employees are more focused towards non-monetary rewards because these are more attractive therefore, retention strategies should focus on more than just financial compensation.

The function of job description also signifies another aspect of employee retention. Undecided goal alignment, regular performance disparagement and blurred organizational objectives create workplace anxiety, aggravation and dissatisfaction (Silbert, 2005). Early researchers hypothesized that employees are looking for clearly defined job responsibilities along with exciting work environment that makes good use of their knowledge, skills and abilities. Robinson & Pillermer (2007), emphasize that performance based job description is the valuable approach because job description reflects employee performance expectations.

Employee recognition policy will help to retain quality employees and encourage low performers to improve with the changing scenario. Effective implementation of the employee recognition function will play a key role in enhancing motivation within the organization. Kim (2008), sturdily advocates that employee recognition based on his performance beside with role and value admirations persuades and supports a satisfying personal life and inspire worker loyalty and commitment. He further stressed that exceptional employee performance should be recognize and particularly to link pay and incentive to performance.

2.3.4 Organizational Commitment and Job satisfaction
The concept of organizational commitment has attracted considerable interest in an attempt to understand and clarify the intensity and stability of an employee’s dedication to the organization (Lumley 2010). In the context of this study, organizational commitment is regarded as an attitude, as it relates to individuals’ mindsets about the organization. Gbadamosi (2003) contends that the more favourable an individual’s attitudes toward the organization, the greater the
individual’s acceptance of the goals of the organization, as well as their willingness to exert more effort on behalf of the organization.

Strong positive relationships have been observed between organizational commitment and desirable work outcomes such as performance, adaptability and job satisfaction (Hunt, Chonko & Wood 1985). Research results indicate that satisfied employees tend to be committed to an organization, and employees who are satisfied and committed are more likely to attend work, stay with an organization, arrive at work on time, perform well and engage in behaviours helpful to the organization (Aamodt 2007). According to Kotze and Roodt (2005), a strong correlation has been empirically established between job satisfaction, employee commitment and retention. Organizational commitment is most probably affected by factors such as type and variety of work, the autonomy involved in the job, the level of responsibility associated with the job, the quality of the social relationship at work, rewards and remuneration, and the opportunities for promotion and career advancement in the company (Riggio 2009).

2.3.5 Effects of training and Development on job satisfaction

One of the most difficult thing people live with in today’s workforce is the constant feeling of needing to sell oneself with no time to achieve personal or professional goals (Moses, 1999). Employee development programs can make a big difference in alleviating such feelings. Employees have a hard time caring about a company if they do not believe the company cares about them (Garger, 1999). People recognize the value of working for a company that is willing to invest money in them, even if that investment ultimately benefits the organization (Wilson, 2000). According to Carole Jurkiewicz, two factors the impact employee satisfaction and commitment are, “feelings that the organization can be relied on to carry out its commitments to its employees and feelings that the individual is of some importance to the organization” (2000). Not only do organizations need their employees to help them be successful, employees need to feel like they are making a difference in reaching business goals (Gerbman, 2000). Companies utilizing employee development programs are experiencing higher employee satisfaction with lower turnover rates (Wagner, 2000). According to Stacey Wagner, a director with the American Society for Training and Development, training builds
company loyalty because employees know the organization is investing in their futures (Rosenwald 2000)

2.3.6 Conceptual Framework
An effective employee is a combination of a good skill set and a productive work environment. Many factors affect employee performance that managers need to be aware of and should work to improve at all times. Below is a diagrammatic representation of these factors.

![Diagram of Conceptual Framework]

2.4 Independent Variables

2.4.1 Employee Performance Management
Employee performance management is a process of establishing a shared workforce understanding about what is to be achieved at an organisation level. It is about aligning the organisational objectives with the employees' agreed measures, skills, competency requirements, development plans and the delivery of results. The emphasis is on improvement, learning and
development in order to achieve the overall business strategy and to create a high performance workforce.

**Reward**

Reward is anything that is given in recompense for desired behaviour. It can be either in cash or in kind, a recognition, praise and recommendation. Employees who are rewarded for desired or positive behaviour feel good about themselves and thrive to exhibit those behaviour that are rewarded. When organizations reward employees, they are telling them of their appreciation and encouraging them for more of such behaviours. When employees are rewarded adequately for jobs well performed, they tend to show very positive behaviour and remain in their organizations.

**Talent development opportunities**

Employee talent development opportunities are situations that help employee to add value to him or herself through the support of the organization he or she works for. Providing training and support services to employees enhance their skills and abilities and make them marketable to compete with their colleagues and to have opportunities for promotions in the job. When there is opportunity for personal advancement and growth, employees tend to stick with their organizations to develop their careers and ensure the achievements of organizational goals and objectives.

**Organizational Structures**

An organizational structure is described as a workplace situation that allows employees to reasonably perform their duties. It can be through the structures of management or co-workers that are deemed friendly. The work structure can also stem from work procedures, the physical design of the workplace, protective and healthy equipment, and flexible work schedules. Thus, work environment is considered to be conducive or cordial when it is free from workplace harassment and fear of the employee going to work because of offensive, intimidating or oppressive atmosphere generated by management or co-workers. When the working conditions promises cordial relationships and are free from hazards, employees tend to stay with their organizations.
**Organization Commitment through Human Resource Policies**

These policies are normally ingrained in the company’s Human resource policies. These are the formal rules and guidelines that businesses put in place to hire, train, assess, and reward the members of their work force. These policies, when organized and disseminated in an easily used form; such as an employee manual or large posting, can go far toward eliminating any misunderstandings between employees and employers about their rights and obligations in the business environment. When human resource practices are clear on the rights of and opportunities for employees, it prevents internal conflicts and boosts the motivational aspects of work.

**Ability to influence decisions**

Having a real say in the decision making process can be personally satisfying and contribute to the sense on involvement and identification with the company.

**Physical work environment**

The work environment can make an employee hate to wake up in the morning. It should be comfortable, well ventilated, well lit, appropriate temperature, adequate privacy, attractive and well coming.

**Advancement and New opportunities**

Opportunities of growth and promotion should always be available for well performing staff. Lack of growth opportunities can be frustrating and demoralizing.
CHAPTER THREE

METHODOLOGY

3.1 Introduction
The chapter focuses on the following sub-sections: Research Design, variables, Target Population, Sampling Technique, Data Collection Procedure, Research Procedure and Data Collection and presentation.

3.2 Research Design
Descriptive research design will be employed to determine the relationship between the dependent and the independent variables and to establish any association between these variables. According to Mugenda & Mugenda (2003), descriptive survey design helps a researcher to gather, summarize, present and interpret information for the purpose of clarification. Statistical instrument to be used for the research analysis will mainly be inferential statistics, specifically correlation matrix and multiple regression analysis. The researcher will employ the survey strategy for the study. This strategy is proposed because it allows the collection of a large amount of data from a sizable population in an economical manner. Saunders et al. (2009), recommend this strategy because the method allows researchers to collect quantitative data which can be analyzed quantitatively using inferential statistics. The method is also perceived as authoritative by people in general and is both comparatively easy to explain and to understand.

3.3 Target Population
The target population shall comprise of all the 250 employees in Airtell Kenya Limited (Airtell Limited 2012).

Table 3.1 Distribution of the Population

<table>
<thead>
<tr>
<th>Strata</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Top Level</td>
<td>15</td>
<td>6</td>
</tr>
<tr>
<td>Middle Level</td>
<td>100</td>
<td>40</td>
</tr>
<tr>
<td>Lower Level</td>
<td>135</td>
<td>54</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>250</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

Source: Airtel Kenya Limited (2013)
3.5 Sampling Design

3.5.1 Sampling Technique

Stratified random sampling will be used since the population consists of top management, middle and lower. (Sarantokos, 1998). Then simple random sampling will be employed to ensure that all employees stand equal chance of being selected to avoid sample bias and ensure that the results are reliable enough to be generalized.

3.5.2 Sampling Size

Out of the sample frame of 250 employees in Airtell Kenya Limited, a sample of 50 will be chosen based on the percentage method, representing 20% of the population. According to Amedeho (2002), a sample size between 5-20% is ideal to represent the entire population.

Table 3.3 Sample Determination

<table>
<thead>
<tr>
<th>Strata</th>
<th>Population Frequency N</th>
<th>Multiplier Factor</th>
<th>Sample Size n</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Top Level</td>
<td>15</td>
<td>0.2</td>
<td>3</td>
<td>6</td>
</tr>
<tr>
<td>Middle Level</td>
<td>100</td>
<td>0.2</td>
<td>20</td>
<td>40</td>
</tr>
<tr>
<td>Lower Level</td>
<td>135</td>
<td>0.2</td>
<td>27</td>
<td>54</td>
</tr>
<tr>
<td>Total</td>
<td>250</td>
<td>0.2</td>
<td>50</td>
<td>100</td>
</tr>
</tbody>
</table>


3.6 Data Collection Instrument and Procedure

3.6.1 Data Collection Instrument

Data collection would be done through both primary and secondary resources. In secondary data, information relates to a past period. It will be important to use secondary data in this study as it helps to plan the collection of primary data. Secondary data saves time in enhancing primary data, provides a larger database (usually) than what would be possible to collect on one’s own, however there are disadvantages to the fact that the researcher cannot personally check the data so its reliability may be questioned. Secondary data can also be gathered from a number of primary sources and weighed together to put together an overall assessment of what has happened.
On the other hand primary data is a direct report from someone who is actively involved in whatever under research or investigation. The merit of primary data is that it is direct information, uncontaminated by being transmitted through another source. The demerits of primary data are that sometimes the person who is on the field sees only part of the action. The primary data will be collected through a survey by a semi-structured questionnaire and secondary data through document review mainly organizational reports and company magazines. Questionnaire has been developed based on the objectives of the study. The questionnaires will be administered by two research assistants well trained for this purpose.

The questions have been designed to consist of six sections. Section A consists of bio-data to obtain personal information from respondents. The other five Sections deal with questions to help test the research hypothesis. Some of the questions require respondents to indicate their level of agreement to the items in the research model. Items in the questionnaire will be measured using a five-point Likert Scale, with 1 representing ‘strongly disagree’ and 5 representing ‘strongly agree’.

3.6.2 Validity and Reliability
Patton (2002), states that validity and reliability are two factors which any researcher should be concerned about while designing a study, analyzing results and judging the quality of the study.

3.6.2.1 Validity
Healy & Perry (2000), explain that validity determines whether the research truly measures that which it was intended to measure or how truthful the research results are. It estimates how accurately the data obtained in the study represents a given variable or construct in the study (Mugenda, 2008). The questionnaire will be given to other experts in research to seek their opinion about the adequacy and representativeness of the instrument to ensure it covers all the variables being measured as a way of eliminating content validity.

The study has ensured reduction of construct validity by deriving the research variables from existing theoretical frameworks. The study has adequately reviewed related literature and modeled the study on sound theoretical models.
A pilot study will also be conducted on the data collection instrument to pre-test the instrument before the main survey. Saunders et al, (2009), agree that in any research, it is expedient as a matter of validity and reliability to check that the instrument is pre-tested before the final administration. The pilot study will enable the researcher to assess the clarity of the questionnaire so that those items found to be redundant and misunderstood will be either discarded or modified to improve the quality of the research instrument, thus increasing its validity.

### 3.6.2.2 Reliability

Healy & Perry (2000), assert that reliability is the extent to which results are consistent over time and an accurate representation of the total population under study. Cronbach’s Alpha will be used as a measure of reliability and internal consistency. Cronbach’s Alpha is a reliability coefficient that indicates how well items in a set are positively correlated to one another. It measures the intercorrelations among test items, with a measure of 1 being higher in terms of internal consistency and reliability and 0.7 to 0.9 being acceptable (Revelle & McDonald, 2006). The following mathematical formula for Cronbach’s alpha will be used to measure the reliability and internal consistency.

\[
\alpha = \frac{K\bar{c}}{\bar{u} + (K - 1)\bar{c}}
\]

Where:

- \( K \) is the number of test items
- \( \bar{u} \) is the average variance, and
- \( \bar{c} \) is the average of all covariance between the components across the current sample.

### 3.6.3 Data Collection Procedure

The researcher will obtain an introduction letter from Kenyatta University to enable her for identification by the staff of Vodafone Ghana Limited, when approaching respondents to provide
relevant information for achieving the research objectives. Questionnaire will be distributed to eligible staff through the heads of the various departments. A cover letter will be attached to the questionnaires to introduce the respondents to the research topic to avoid any suspicion or mistrust respondents might have about the study. The cover letter is also expected to help motivate respondents to participate in the study and answer the questions and to assure them of anonymity and confidentiality, and to show them how to fill the questionnaires.

The questionnaires will be distributed among the employees through their departments. The survey period for data collection would span over a period of three weeks. The advantage of selecting this method is that, it will ensure confidentiality and keep track on those who may not return the questionnaire on time and need to be reminded.

After collecting data from the representative sample through the questionnaire, data will be edited the same day to check for completeness, consistency and reliability of data. The next step will involve coding the responses in the coding sheets by transcribing the data from questionnaire by assigning characters symbols (numerical symbols). This will be followed by screening and cleaning of data to make sure there no errors. After this data will be transferred to SPSS for analysis.

### 3.7 Data Analysis and Presentation

According to Sarantokos (1998), the analysis of data allows the researcher to organize data collected during the study in order to assess and evaluate the findings and to arrive at some valid, reasonable and relevant conclusion. The study will employ descriptive statistics method for presenting and summarizing bio-data. Statistical instrument to be used for the research analysis will mainly be inferential statistics, specifically correlation matrix and multiple regression analysis. According to Cooper & Schindler (2009), the method allows a researcher to digest and understand large quantities of data and effectively communicate their importance aspects in a research study. Data will be analyzed using Statistical Package for Social Sciences (SPSS) which is a software tool for data analysis. Qualitative data will be analyzed using content analysis. This will involve organizing the data into categories, coding and sorting them to identify patterns and interpret the meaning of the responses. Saunders *et al.* (2009), argue that the method allows researchers to categorize the information and organize them into themes and
patterns for easy interpretation. Qualitative data will be presented in a narrative form and inferences drawn from it.

3.8 Ethical Considerations
In this research study, issues relating to the ethical conduct of research such as informed consent, confidentiality, privacy and anonymity will be upheld. According to Saunders et al. (2009), ethics is the norms or standards of behavior that guide moral choices about our behavior and our relationships with others. Participants and respondents will be given full information on the purpose and objectives of the study in order for them to make informed decisions as to whether to partake or not. Moreover, all information concerning the identity and personality of respondents will be treated with utmost confidentiality. Additionally, all information gathered will be used for the sole purpose of this research study.
REFERENCES


Mosadeghard, 2003


Appendix 1: Questionnaire

The questions have been divided into sections based on the objectives of the study. Section A asks questions on general information about the employees. Section B – Section F asks questions on the research objectives.

SECTION A – Personal Information

Please tick the appropriate box that corresponds to your answer.

1. What is your gender?
   Male []
   Female []

2. How old are you?
   Below 30 yrs []
   30-39 yrs []
   40-50 yrs []
   51-60 yrs []

3. What is your marital status?
   Married []
   Single []
   Separated []
   Divorced []

4. How long have you worked with your current organization?
   Below 5 yrs []
   6-10 yrs []
   11-15 yrs []
   16-20 yrs []
   Above 20 yrs []

5. What is your level of education?
   Secondary []
   Diploma []
   Degree []
   Masters []
   Professional []
   Others (please specify) ....................................................

35
6. What is your job role?
   Clerical  []
   Supervisory  []
   Managerial  []
   Others  

7. What is the range of your salary?
   Below KSh 5000  []
   KSh 5001-10000  []
   KSh 10001 – 15000  []
   KSh 15001 - 20000  []
   Above 20000  []

SECTION B - Reward

8. My salary level motivates me to stay with my current organization.
   Strongly disagree  []
   Disagree  []
   Uncertain  []
   Agree  []
   Strongly agree  []

9. I perceive my salary to be equitable with my colleagues on the same scale in my organization and those in different organization within the industry.
   Strongly disagree  []
   Disagree  []
   Uncertain  []
   Agree  []
   Strongly agree  []

10. My organization recognizes and awards employees through annual awards celebrations.
    Strongly disagree  []
    Disagree  []
    Uncertain  []
    Agree  []
    Strongly agree  []

11. My organization recognizes my contributions in the form of paying annual bonuses and other benefits.
    Strongly disagree  []
SECTION C – Organizational Structure

12. I will generally describe my organization structure to be friendly that enables me to perform on my job.
   Strongly disagree  []
   Disagree  []
   Uncertain  []
   Agree  []
   Strongly agree  []

13. My work environment produces some elements of risk.
   Strongly disagree  []
   Disagree  []
   Uncertain  []
   Agree  []
   Strongly agree  []

14. My work organization challenges me to stay with my current organization.
   Strongly disagree  []
   Disagree  []
   Uncertain  []
   Agree  []
   Strongly agree  []

15. I will leave my current organization if I get a more promising job with better work environment.
   Strongly disagree  []
   Disagree  []
   Uncertain  []
   Agree  []
   Strongly agree  []

SECTION D – Talent Development opportunities
16. My organisation runs on-the-job training programs for employees.
   - Strongly disagree
   - Disagree
   - Uncertain
   - Agree
   - Strongly agree

17. I perceive my promotion and grade as fair.
   - Strongly disagree
   - Disagree
   - Uncertain
   - Agree
   - Strongly agree

18. My organisation has a sponsorship programs that assist employees to pursue academic and professional education programs.
   - Strongly disagree
   - Disagree
   - Uncertain
   - Agree
   - Strongly agree

19. I will leave my current organization for other organizations where I can get promotional and learning opportunities.
   - Strongly disagree
   - Disagree
   - Uncertain
   - Agree
   - Strongly agree

20. I perceive my career to be growing with my current organization.
   - Strongly disagree
   - Disagree
   - Uncertain
   - Agree
   - Strongly agree

21. I would need more training.
   - Strongly disagree
   - Disagree
   - Uncertain
   - Agree
SECTION E – Job Satisfaction

22. I feel very positive and favourable about my job.
   Strongly disagree []
   Disagree []
   Uncertain []
   Agree []
   Strongly agree []

23. As soon as I can find a better job, I’ll leave.
   Strongly disagree []
   Disagree []
   Uncertain []
   Agree []
   Strongly agree []

24. I am generally satisfied with the kind of work I do on this job.
   Strongly disagree []
   Disagree []
   Uncertain []
   Agree []
   Strongly agree []

25. I frequently think of quitting this job.
   Strongly disagree []
   Disagree []
   Uncertain []
   Agree []
   Strongly agree []

26. I have sense of worthwhile accomplishment in my work.
   Strongly disagree []
   Disagree []
   Uncertain []
   Agree []
   Strongly agree []

27. I get the chance to take decisions on the performance of my job role.
   Strongly disagree []
Disagree  []
Uncertain  []
Agree  []
Strongly agree  []

SECTION F – Organization Commitment to Human Resource Policies

   Strongly disagree  []
   Disagree  []
   Uncertain  []
   Agree  []
   Strongly agree  []

29. I get feedback on my performance standards.
   Strongly disagree  []
   Disagree  []
   Uncertain  []
   Agree  []
   Strongly agree  []

30. I get the opportunity to be involved in the appraisal exercise.
   Strongly disagree  []
   Disagree  []
   Uncertain  []
   Agree  []
   Strongly agree  []

31. My organization has a system of promotion that is followed for promoting employees.
   Strongly disagree  []
   Disagree  []
   Uncertain  []
   Agree  []
   Strongly agree  []

32. There are training policies in my organization and they are followed.
   Strongly disagree  []
   Disagree  []
   Uncertain  []
   Agree  []
   Strongly agree  []
### Appendix 2: Work Plan

<table>
<thead>
<tr>
<th>Activities in year 2013/2014</th>
<th>October/November 2014</th>
<th>January 2014</th>
<th>February 2014</th>
<th>March</th>
</tr>
</thead>
<tbody>
<tr>
<td>Proposal Writing</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Defence</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Piloting and revision of instruments</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Data Collection</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Data Analysis and Collection</td>
<td></td>
<td></td>
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</tr>
</tbody>
</table>
## Appendix 3: Research Budget

<table>
<thead>
<tr>
<th>Items</th>
<th>Justification</th>
<th>Cost (Ksh)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Stationery</td>
<td>Writing materials (pens, paper and notebooks)</td>
<td>10,000</td>
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<tr>
<td>Internet Cost</td>
<td>Browsing and printing</td>
<td>6,000</td>
</tr>
<tr>
<td>Printing</td>
<td>Typesetting charges</td>
<td>7,000</td>
</tr>
<tr>
<td>Data Collection</td>
<td>Transport within the county</td>
<td>10,000</td>
</tr>
<tr>
<td>Data Analysis</td>
<td>Analysis and processing</td>
<td>20,000</td>
</tr>
<tr>
<td>Printing</td>
<td>Various proposal copies for assessment and defence purpose</td>
<td>6,000</td>
</tr>
<tr>
<td>Compiling</td>
<td>Various proposal copies for assessment and defence purpose</td>
<td>5,000</td>
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<tr>
<td>Contingencies</td>
<td>Calculated at 10% of the total cost</td>
<td>5400</td>
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<tr>
<td><strong>Total</strong></td>
<td></td>
<td><strong>59,400</strong></td>
</tr>
</tbody>
</table>