EFFECTS OF EMPLOYEE MOTIVATION ON JOB SATISFACTION IN PRIVATE INSTITUTIONS OF HIGHER LEARNING IN KENYA (A case of Tangaza University College)

BY:

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Admission No.: D53/0L/24229/2011

A Research Project Submitted to the School of Business, in Partial Fulfillment of the requirement for the award of Masters of Business Administration of Kenyatta University.

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Effects of employee motivation on job

December 2013
DECLARATION

I, the undersigned declare that this is my original work and that it has not been submitted to any other College, Institution or University for academic credit.

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ACKNOWLEDGEMENT

I take this opportunity to express my deep and sincere gratitude and regards to my supervisor Dr. Stephen M. Muathe for his exemplary guidance and monitoring throughout the course of this thesis. The help and guidance given by him from time to time shall carry me a long way in the journey of my life in human resource career.

I am obliged to staff members of Tangaza University College, for the valuable information provided by them in their respective fields. I am grateful for their cooperation during the period of data collection.

Lastly, I thank the almighty God, my loving husband Elias Matanje, sons Khumbo Nathan Matanje, Kibe Samuel Matanje and Temwani Liam Matanje, my mum Grace Kibe, brother Gideon Kibe and friends for their constant encouragement without which this thesis would not be possible.
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<tr>
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<td>Catholic University of Eastern Africa</td>
</tr>
<tr>
<td>DPF</td>
<td>Deputy Principal Finance</td>
</tr>
<tr>
<td>DPSL</td>
<td>Deputy Principal Student Life</td>
</tr>
<tr>
<td>MIC</td>
<td>Marist International University College</td>
</tr>
<tr>
<td>SPSS</td>
<td>Statistic Package for Social Sciences</td>
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<td>TUC</td>
<td>Tangaza University College</td>
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OPERATIONAL DEFINITIONS OF TERMS

**Motivation:** Motivation is the process of putting into place factors which energize, direct and sustain employee behavior so as to achieve an organizational goal as well as satisfying employee needs.

**Job Satisfaction:** It can be defined as a positive aspect of an individual’s attitudes and feelings towards their job or some specific feature related to the job.

**Employee:** Any person who works in an organization under a contract of employment
ABSTRACT

The purpose of the study was to find out to what extend employee motivation has an effect on job satisfaction of employees in the private institutions of higher learning. The idea was to find out the factors that cause dissatisfaction in the working environment and vice versa. The objectives of the study were to analyze the influence of remuneration on job satisfaction, to examine the effects of promotion on job satisfaction, to find out the extent to which employee training influences job satisfaction, to assess the effect of employee benefits on job satisfaction and to analyze the effect of recognition on job satisfaction. A descriptive research design was used to target 95 employees. The researcher used census method to obtain a good number of staff from the various departments needed for the research. The data collection instruments that the researcher used will be structured. After the fieldwork, the researcher analyzed the questionnaires and the interview schedules using the regression analysis, content analysis and descriptive statistics. Majority of the employees indicated that remuneration influences job satisfaction. It was pointed out that if the amount is harmonized to be the same among similar posts in the organization, then this would influence job satisfaction leading to employee retention. All the respondents felt that a promoted employee gains status and prestige after promotion. This hence motivates them to work harder in order to be potential employees for promotion. Most of the respondents felt that training highly influences job satisfaction. Once one is trained they improve on skills required to perform particular types of work hence better job performance. It further adds to professionalism and competency on ones area of work. It was also pointed out that employee benefits boosts employee morale leading to greater job satisfaction. There was also an indication that if employees are recognized, they will achieve job satisfaction hence influencing staff retention. Based on the study findings, it was recommended that Tangaza College management should strive to pay its employees on the same level the same salary scale though the scale could be at different levels. A human resource policy handbook should be developed and the contents communicated to the employees so that they are all aware of the procedures of the organization. The benefits offered should be comprehensive enough such that the employees don’t feel that they are given half the bread. Finally, financial rewards in terms of recognition should be sandwiched with non financial rewards such as promoting from within the organization, commending ones efforts for a job well done is enough to motivate an employee, recognizing staff on regular basis and all in all, providing capacity building training and promoting team building activities.
CHAPTER ONE
INTRODUCTION

1.1 Background of the study

The principal component of an organization is its ‘human resources’ or ‘people at work’. It is the human resource which is of paramount importance in the success of any organization because most of the problems in organizational setting are human and social rather than physical, technical or economic (Mamoria and Gankar, 2001).

Job satisfaction refers to the attitudes and feelings people have about their work (Armstrong, 2009). Positive and favourable attitudes towards the job lead to engagement and therefore job satisfaction. It is a term used to describe how content an individual is with their job and the extent to which employees favourably perceive their work. The desire to have satisfied employees is pervasive among human resource managers. The belief that satisfied employees are also productive employees is naturally appealing. Managers and workers alike pursue job satisfaction in the often naive belief that it leads directly and surely to that other workplace ideal - high performance. Since Herzberg's 1959 work on 'satisfiers" and "disatisfiers" in the workplace, job satisfaction has frequently been held up as a means of improving employees' motivation (Herzberg, Mausner & Snyderman, 1959). Modaff & Dewine (2002) view job satisfaction as the degree to which employees feel fulfilled by their job and related experiences. Mullins (2000) states that job satisfaction is more of an attitude or an internal state. It could for example be associated with a personal feeling of achievement, either quantitative or qualitative.

Armstrong (2009), notes that work itself can create job satisfaction leading to intrinsic motivation and increased engagement. Many workers, however, are satisfied in even the least prestigious jobs. That is, they simply like what they do. In any case, job satisfaction is as individual as one's feelings or state of mind. Job satisfaction can be influenced by a variety of factors, for example, the quality of one's relationship with their supervisor, the quality of the physical environment in which they work, the degree of fulfillment in their work, etc.
Job satisfaction is one of the job related attitudes. Many research studies have found limited relationship between satisfaction and work output and offer no comfort to those seeking to confirm that a satisfied worker is a productive worker. Labour turnover and absenteeism are commonly associated with dissatisfaction but there are many other possible factors affecting the same. Companies that do satisfy employees desires for good managerial relations, respect, fair and adequate compensation, and opportunities for growth and development through training, reaping the benefits.

For this proposal, motivation is operationally defined as the inner force that drives individuals to accomplish personal and organizational goals and acquire job satisfaction and job satisfaction as the degree to which individuals feel positively or negatively about their jobs.

Motivation is the process of putting into place factors which energize, direct and sustain employee behavior so as to achieve an organizational goal as well as satisfying employee needs (ACCA, 2001). According to the Wikipedia encyclopedia, Motivation is the set of reasons that determines one to engage in a particular behavior. Motivation is typically defined as the forces that account for the arousal, selection, direction, and continuation of behavior. Motivation is the key to performance improvement thus job performance is a function of ability and motivation. However large or small a company or business is, it is employees at all levels that can make or break it. This holds true not only for the people we hire on a regular basis, but also for temporary and contracted workers.

The most common problems that lead to low staff motivation, according to Frontera (2007), include low salary, restructuring, job insecurity, increased employment opportunities, personal safety and security, poor interpersonal relationships, poor work conditions, lack of respect and appreciation, underemployment, lack of development opportunities and lack of work culture. The culture of an organization, its structure, leadership, vision and mission, and management processes have a direct influence on the motivation of the employee.
1.1.1 Higher Education in Private Institutions in Kenya

University education in Kenya began in 1963 with just 571 students enrolled in Nairobi University College (Weidman, 1995). Since then, the system has undergone considerable expansion, and as of 2009, there were a total of 7 traditional public universities and 12 newly established university colleges and over 22 private universities with varying levels of accreditation.

Mwiria (1998) notes that the growth of the private university sector in Kenya has been fuelled by several factors, including: the limited opportunities available in public universities; the constant closures of state-funded universities; the need to complement government-managed higher institutions of learning; and the determination by some religious organizations to open higher learning institutions largely for their followers. The leading 4 private universities generate substantial income from student fees. As profit-making institutions, fees are charged strictly in accordance with market forces on the basis of full cost recovery. The leadership role of private universities is particularly visible with regard to their relatively more efficient management and planning activities. Compared to public universities: private universities; employ smaller numbers of staff; are characterized by more decentralized administrations; use merit considerations as the main criteria for employment; separate catering from academic services; and employ more efficient procurement strategies. In short, private universities are generally better run than the public ones, a situation which is helped by the fact that national politicians rarely interfere in their running. Inefficiency in the management of private universities may however result from the significant influence of religious bodies in some of these institutions. In some of these institutions the religious affiliation of potential employers may be more critical than their professional competence.

1.1.2 Tangaza University College

Tangaza College is a centre of Catholic theological and ministerial education in the context of the Church in Africa. Students and Lecturers come from over 40 countries and approximately 100 Religious/Missionary Congregations. Graduates of Tangaza are now ministering in Africa and in various parts of the world. It is an Institution arising from the
co-operation of a number of Religious/Missionary Institutes to provide for the theological education of their respective students and for the professional and religious training of other Christians who meet the entrance requirements, through the sharing of resources and teaching personnel in a collaborative effort. As a Catholic Institution for training for ministry in theology, education, social transformation, spirituality and religious formation, social communication, youth ministry and catechetics it is ruled in accordance with the norms of the Catholic Church. Tangaza College is recognized as a constituent College of CUEA. While remaining administratively autonomous, Tangaza College is an integral part of the main University (CUEA) for academic purposes.

Currently, the College has employed 95 full time employees excluding the academic staff who mostly are on part time basis. Over the recent years, there has been dissatisfaction among these employees towards their work. They have continuously been dissatisfied leading to many of them seeking employment elsewhere. This has lead to the basis of this study hence the problem statement stated below.

1.2 Problem statement
There have been numerous complaints from the Board of Trustees and Governing Council on perceived or actual poor performance and low motivation observed among the employees (Governing Council meeting Minutes 2012 and 2013). There has also been an alarming increase of employee turnover rate in the last five years which could explain the levels of motivation or lack of it at Tangaza College. The resignations statistics is as shown in the table below:

<table>
<thead>
<tr>
<th>YEAR</th>
<th>NO. OF EMPLOYEES</th>
<th>PERCENTAGE</th>
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<tbody>
<tr>
<td>2008</td>
<td>5</td>
<td>5.5</td>
</tr>
<tr>
<td>2009</td>
<td>8</td>
<td>8.9</td>
</tr>
<tr>
<td>2010</td>
<td>6</td>
<td>6.6</td>
</tr>
<tr>
<td>2011</td>
<td>8</td>
<td>8.9</td>
</tr>
<tr>
<td>2012</td>
<td>9</td>
<td>10</td>
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</table>

Source: Tangaza Database, 2013
Employee retention is one of the most difficult operational areas for human resources managers to determine exactly why employees leave the organization, and what they can do to retain them. This is of primary importance because organizations invest significant resources in training, developing, tangible and intangible compensation and taking the time to build organizational citizenship and buy-in to goals and objectives (Kazi & Zadeh, 2011).

The high number of resignations of staff from Tangaza College in the last five years could be an indicator of low motivation levels. The factors which have affected employees adversely and which led them to feel dissatisfied with the work they are doing includes non-harmonization of salaries, inadequate or unsatisfactory employment benefits for example medical and education subsidy, company policies and administration like the move from permanent employment to performance contracts which may mean job insecurity, lack of opportunities for advancement, lack of recognition from supervisors, strained interpersonal relations and poor working conditions generally.

Research has been fragmented and inconclusive in as far as a clear link between motivation and job satisfaction in private institutions of higher learning is concerned. Researchers have failed to detect the unique nature of private institutions and thereby ignoring this dimension when gauging performance. Private Institutions majorly depend on school fees to meet all its expenses which mostly translate to the employee’s salary levels for example.

It is this gap in knowledge that prompted the study which attempted to find out the effects of motivation on job satisfaction in private institutions of higher learning in Kenya with reference to Tangaza University College.

1.3 Objectives of the study
1.3.1 General Objective
The purpose of the study was to investigate the effects of employee motivation on job satisfaction in private institutions of higher learning in Kenya.
1.3.2 Specific Objectives

The specific objectives of the study were:

i. To analyze the influence of remuneration on job satisfaction at Tangaza College.
ii. To examine the effects of promotion on job satisfaction at Tangaza College.
iii. To find out the extent to which employee training influences job satisfaction at Tangaza College.
iv. To assess the effect of employee benefits on job satisfaction at Tangaza College.
v. To analyze the effect of recognition on job satisfaction at Tangaza College.

1.4 Research questions

The following research questions guided the study:

i. How does remuneration influence the satisfaction of employees in the organization?
ii. What is the effect of promotion on job satisfaction?
iii. How does training influence job satisfaction?
iv. How do employee benefits influence job satisfaction?
v. How does employee recognition influence job satisfaction?

1.5 Significance of the study

Ignoring the contribution of employees is negatively related to the success of the organization. Hence, targeting employees can be an effective strategy for increasing efficiency, participation and productivity of the organization. This study aimed at assessing the effect of motivation on job satisfaction and offer possible recommendations to increase employee organizational commitment.

Private Institutions of higher learning such as CUEA, Marist International University College, Hekima College and others will find this study important in formulating policies and strategies geared towards improving or reforming employees’ position in the working environment. Further, the study will not only benefit the mentioned institutions but also public universities who will find interest in it. Employee commitment is very important in any organization since it enhances progress by reducing costs related to interviews and induction.
Finally, the study will both add new knowledge to the already existing ones and serve as a catalyst for further research on the subject. Academicians will use the findings of the study as foundation or basis for further research not only within Tangaza College but also other sectors of the economy.

1.6 Scope of the study
This study confined itself to Tangaza University College, a constituent College of the (CUEA) Catholic University of Eastern Africa in Karen, South Lang’ata Road. The study focused on the effects of employee motivation on job performance. The study targeted top management, the middle management, those holding both teaching and administration positions and the support staff.

1.7 Limitations of the study
The study was faced by the following limitations in carrying it out:

Victimization - The employees to be interviewed had the fear of being victimized after giving their experiences and facts about the organization. The researcher confirmed to the staff through one of the administration members that none of the employees will be victimized by giving their opinions.

Resistance and noncooperation of the top management - Some members of the top management were resistant to give information wondering why the study is being done particularly in Tangaza and not any other. The researcher reassured the management that the study is purposely for education and improvement of Tangaza University College which was supported by the letter from Kenyatta University confirming that the research was for educational purposes only.

1.8 Assumptions of the study
One of the assumptions of the proposed study was that employees will indicate that remuneration, promotion, training, employee benefits and recognition influences job satisfaction hence leading to job satisfaction.
Secondly, it was assumed that the impact of this study will oblige most private institutions of higher learning motivate their staff as compared to public institutions hence leading to employee retention.

2.1 Theoretical Literature Review

One important factor in any management of any organization is the quality of performance of the staff. Therefore, it is very vital to motivate employees. Motivation means the willingness and the desire of people to perform tasks. Motivation behavior towards work is very important to any organization. To improve motivation behavior in any organization, managers must know the factors which influence motivation. (Academics, 2010) 

Positive motivation gives more effort in the work. It means that the degree of satisfaction that you expect in the work will be higher. This kind of motivation will be whole with no pressure. Motivation is the critical tool to reduce incomplete work in any organization. If employees are not motivated, they may undertake an assignment in a manner as a result of lack of motivation and moving from job, taking leave or quitting their work.

Motivation is a vital tool in any organization to increase the performance. In seven studies, motivation is a critical tool in performance which is observed. According to these studies, motivation is one of the factors that influence the performance of employees. (Academics, 2010) These are the basis for the study to understand the impact of motivation on the work performance.

Employees' motivation is related to their performance. Their performance increases when they are motivated. Managers have to understand this point. The study in this paper is based on the understanding of managers and employees. Managers continuously (Bowman, 2010, 2011). Employees expect managers that all employees increase their performance and improve their work performance. This study shows that the performance of employees increases.
CHAPTER TWO
LITERATURE REVIEW

2.1 Introduction
This chapter will include a detailed discussion of employee motivational strategies and their effects on job satisfaction. Further, it will discuss major motivational theories that are related to the satisfaction of employees.

2.2 Theoretical Literature Review
One important function of management is to motivate staff for the purposes of job performance (ability), productivity (skills), job satisfaction and employee extension. Motivation therefore includes three common characteristics namely activation of human behaviour, directing this behaviour toward a particular goal and sustaining this behaviour (Accel-team, 2007). Motivation can be positive, negative or there can be loss of motivation. Positive motivation is a response which includes enjoyment and optimism about the tasks that you are involved in. Negative motivation involves undertaking tasks because there will be undesirable outcomes, e.g. Demotion or receiving a warning letter, if tasks are not completed. Loss of motivation is the reluctance to undertake an assignment or project and as a result one may be thinking about withdrawing from job, taking leave or quitting forever.

Motivation is essential for any business to survive and succeed. There are many options and an uninitiated manager may not even know where to start. As a guideline, there are broadly seven strategies for motivation namely, positive reinforcement, effective discipline and punishment, treating people fairly, satisfying employee’s needs, setting work related goals, restructuring jobs and base rewards on job performance (Accel-team, 2007). These are the basic strategies, though the final 'recipe' will vary from workplace situation to situation. Essentially, there is a gap between an individual's actual state and some desired state and the manager tries to reduce this gap. Motivation is, in effect, a means to reduce and manipulate this gap. This is due, in part, to the fact that what motivates employees changes constantly (Bowen & Radhakrishna, 1991). For example, research suggests that as employees' income increases, money becomes less of a motivator. Also, as employees get older, interesting work becomes more of a motivator (Kovach, 1987).
Motivation theories examine the process of motivation explaining why people work and behave the way they do in terms of their efforts and the directions they are taking. It describes what organizations can do to encourage people to apply and achieve their goals as well as satisfying their own needs. Approaches to motivation are underpinned by motivation theory. According to literature, theories of motivation can be classified into four: - Content, Cognitive, Behaviour and Financial theory.

2.2.1 Need based Approach or Content Theories
Several factors are believed to influence a person's desire to perform work or behave in a certain way. These are the theories that try to explain or look at what motivates people and assume that people have a set of needs and desired outcomes. The need based theories explained these desires; they explained motivation primarily as a phenomenon that occurs intrinsically, or within an individual. It is widely recognized about two need-based theorists and their theories: Maslow's hierarchy of needs and Herzberg et al.'s two factor theory. The common factor here is that "behaviour is shaped by common needs" (Psychological Solutions Ltd, 2007).

2.2.2.1 Abraham Maslow's Hierarchy of Needs
Abraham Maslow's (1943; 1970) need-based theory of motivation is the most widely recognized theory of motivation and perhaps the most referenced of the content theories. According to this theory, a person has five fundamental needs: physiological, security, affiliation, esteem, and self-actualization. The physiological needs include pay, food, shelter and clothing, good and comfortable work conditions. The security needs include the need for safety, fair treatment, protection against threats, job security etc. Affiliation needs include the needs of being loved, accepted, part of a group and many others whereas esteem needs include the need for recognition, respect, achievement, autonomy and independence. Finally, self-actualization needs, which are the highest in the level of Maslow's need theory, include realizing one's full potential or self-development. According to Maslow, once a need is satisfied it is no longer a need. It ceases to motivate employees' behaviour and they are motivated by the need at the next level up the hierarchy. He argued that lower needs had to be satisfied before the next higher level need would motivate employees.
2.2.2. Cognitive/Process Theories

This theory focuses on the psychological processes which affect motivation, by reference to expectations by Vroom. The common factor in these theories is that individual differences interact with situational differences (Psychological Solutions Ltd, 2007). What all process theories have in common is an emphasis on the cognitive processes in determining employee level of motivation and need satisfaction.

2.2.2.1 Victor Vroom - Expectancy Theory

Vroom's theory is based on the belief that employee effort will lead to performance and performance will lead to rewards (Vroom, 1964). Rewards may be either positive or negative. The more positive the reward the more likely the employee will be highly motivated. Conversely, the more negative the reward the less likely the employee will be motivated. "People act to maximize expected satisfaction with outcomes (Bonner & Sprinkle, 2002)." According to Lewis et al. (1995), expectancy theory is the most comprehensive motivational model that seeks to predict or explain task-related effort. The theory suggests that work motivation is determined by two factors: the relationship between effort and performance and secondly, the desirability of various work outcomes that are associated with different performance levels. Simply put, the theory suggests that the motivation that will lead to job satisfaction is a function of the perceived relationship between an individual's effort, performance, and the desirability of consequences associated with job performance (Lawler, 1973: Vroom, 1964). That is, employees are influenced by the expected outcomes of their behaviours and motivation at work or the perceptible link between effort and reward. The most important attribute of both types of process theory has been to draw attention to the effects of cognitive and perceptual processes on objective teachers' work conditions. It suggests that educational administrators and policy makers need to pay attention to the expectancy values that is the link between effort and teachers' needs satisfaction and job performance, determine what outcome teachers value, link the reward that teachers value to their job performance, and ensure that teachers wages and salary rates are not perceived as unfair.
2.2.3 Behaviour Theories

This theory looks at how a manager carries out his duties in relation to motivating the employees.

2.2.3.1 B.F. Skinner's - Reinforcement Theory

Skinner's theory simply states those employees' behaviours that lead to positive outcomes will be repeated and behaviours that lead to negative outcomes will not be repeated (Lindner 1998). Managers should positively reinforce employee behaviours that lead to positive outcomes and negatively reinforce employee behaviour that leads to negative outcomes. Reinforcement theories relate to the idea of operant conditioning. They concentrate attention on the link between behaviour and consequences. Reinforcement is defined as any effect that that causes behaviour to be repeated or inhibited which can be positive or negative (Naylor, 1999). Skinner (1939; 1971) carried out several studies and came up with a conditioning model which proposes that if pleasant consequences follow a behaviour, the behaviour will tend to continue whereas, if unpleasant consequences follow a behaviour, the behaviour tends to stop (Luthans & Kreitner, 1985) This theory of motivation suggests that internal states of the mind such as needs are misleading, scientifically immeasurable, and in any case hypothetical. Therefore, reinforcement theory rests on two underlying assumptions: first, human behaviour is determined by the environment, and second, human behaviour is subject to observable laws and can be predicted and changed. Hence, the foundation of the reinforcement theory is the 'law of effect', which states that behaviour will be repeated or not depending on whether the consequences are positive or negative (Lewis et al., 1995).

Based on the above discussed theories, it can be observed that regardless of which theory is followed, interesting work and employee pay appear to be important links to higher motivation of centres' employees. Options such as job enlargement, job enrichment, promotions, internal and external stipends, monetary, and non-monetary compensation should be considered. Job enlargement can be used (by managers) to make work more interesting (for employees) by increasing the number and variety of activities performed. Job enrichment can used to make work more interesting and increase pay by adding higher level responsibilities to a job and providing monetary compensation (raise or stipend) to
employees for accepting this responsibility. These are just two examples of an infinite number of methods to increase motivation of employees at the centers. The key to motivating centers' employees is to know what motivates them and designing a motivation program based on those needs. Knowing what motivates employees and incorporating this knowledge into the reward system will help identify, recruit, employ, train, and retain a productive workforce. Motivating employees requires both managers and employees working together. Employees must be willing to let managers know what motivates them, and managers must be willing to design reward systems that motivate employees.

2.3 Empirical Literature Review

2.3.1 Job satisfaction

Job satisfaction is a term used to describe how content an individual is with their job and the extent to which employees favourably perceive their work. Schermerhorn et al (1997) refers to job satisfaction as the degree to which individuals feel positively or negatively about their jobs. The desire to have satisfied employees is pervasive among human resource managers. The belief that satisfied employees are also productive employees is naturally appealing. Managers and workers alike pursue job satisfaction in the often naive belief that it leads directly and surely to that other workplace ideal - high performance. Job satisfaction is defined as "the extent to which people like (satisfaction) or dislike (dissatisfaction) their jobs" (Spector, 1997). This definition suggests job satisfaction is a general or global affective reaction that individuals hold about their job. Since Herzberg's 1959 work on 'satisfiers' and 'disatisfiers' in the workplace, job satisfaction has frequently been held up as a means of improving employees' motivation (Herzberg, Mausner & Snyderman, 1959). Modaff & Dewine (2002) view job satisfaction as the degree to which employees feel fulfilled by their job and related experiences. Mullins (2000) states that job satisfaction is more of an attitude or an internal state. It could for example be associated with a personal feeling of achievement, either quantitative or qualitative.

Job satisfaction has been the most frequently investigated variable in organizational behaviour (Spector, 1997). Job satisfaction varies and researchers, for example Peretomode (1991) and Whawo (1993), have suggested that the higher the prestige of the job, the greater
the job satisfaction. Many workers, however, are satisfied in even the least prestigious jobs. That is, they simply like what they do. In any case, job satisfaction is as individual as one's feelings or state of mind. Job satisfaction can be influenced by a variety of factors, for example, the quality of one's relationship with their supervisor, the quality of the physical environment in which they work, the degree of fulfillment in their work, etc. However, there is no strong acceptance among researchers, consultants, etc., that increased job satisfaction produces improved job performance.

Job satisfaction is one of the job related attitudes. Many research studies have found limited relationship between satisfaction and work output and offer no comfort to those seeking to confirm that a satisfied worker is a productive worker. Labour turnover and absenteeism are commonly associated with dissatisfaction but there are many other possible factors affecting the same. There appears to be no universal generalisations about employee dissatisfaction that offer easy management solutions to problems of turnover, stress and absenteeism (Spector, 1997). Many theorists have tried to make explanations for why people feel the way they do in regards to their job. The discrepancy theory suggests that a person's job satisfaction comes from what they feel is important rather than the fulfilment or unfulfilment of their needs. A person's importance rating of a variable is referred to "how much" of something is wanted.

Discrepancy theory suggests that dissatisfaction will occur when a person receives less than what they want (Berry, 1997). Lawler (1973) believed that job satisfaction was driven by a motivational framework. This idea deals with how a person measures job satisfaction based on what they got verses what they feel they deserved. Satisfaction is determined by the difference between the exact amount a person received and what they expected. Therefore, dissatisfaction occurs when a person receives less or more than what was expected. In order to put job satisfaction in an environmental perspective, social psychologist Bandura developed a theory known as the social influence hypothesis. This hypothesis describes a social effect where individuals want what they perceive others around them to want.

The last theory used to explain job satisfaction was proposed by Landy (1989). His theory is
known as the opponent process theory. He suggested that the primary reaction (the immediate emotional response) combined with the secondary reaction (the later emotional response) creates a stabilized equilibrium, which results in job satisfaction. Companies that do satisfy employees desires for good managerial relations, respect, fair and adequate compensation, and opportunities for growth and development through training, reaping the benefits.

2.3.2 Influence of remuneration on job satisfaction

Armstrong (1999) argues that many organizations perceive money as the most important motivator because it is directly linked with the satisfaction of many needs which include the basic needs. This is the reason behind money being a great consideration before taking up a job offer. Job satisfaction is more than salaries. Actually, studies have shown that the salary is only a fraction (one percent to be exact) more important than the environment where the work takes place. An online job satisfaction survey found out that the office environment is considered more important than the challenge of the job and almost twice as important as the colleagues. People don’t work only for money.

According to experts, while most managers believe employees leave due to money issues, in actuality it is an employee’s relationship with their supervisor that has the greatest impact on whether they stay or go, because a supervisor has control over the core elements that create job satisfaction—compensation, opportunity, recognition and environment. And that is why it is important to hold supervisors accountable for retaining a thriving workforce.

Herzberg addressed money particularly (referring specifically to 'salary' in his study and analysis). Herzberg acknowledged the complexity of the salary issue (money, earnings, etc), and concluded that money is not a motivator in the way that the primary motivators are, such as achievement and recognition. He further said that salary appears as frequently in the high sequences ['sequences' refers to events causing high or low attitude feelings recalled by interviewees in the study] as it does in the low sequences, however, we find that in the lows [events leading to dissatisfaction], salary is found almost three times as often in the long-
range as in the short-range attitude changes. (There was no such bias towards the more important long-range feelings in the high attitude events.)

Concerning the interrelation of salary and other factors: "...when salary occurred as a factor in the lows (causes of dissatisfaction) it revolved around the unfairness of the wage system within the company... It was the system of salary administration that was being described... [or] it concerned an advancement that was not accompanied by a salary increase... In contrast to this, salary was mentioned in the high stories (events causing satisfaction) as something that went along with a person's achievement on the job. It was a form of recognition; it meant more than money; it meant a job well done; it meant that the individual was progressing in his work...."

Herzberg concluded about salary (i.e., money, earnings, etc): "Viewed within the context of the sequences of events, salary as a factor belongs more in the group that defines the job situation and is primarily a dissatisfier."

In a study carried out in Makerere University, it established that the junior non-academic staff are not highly motivated despite the presence of high levels of Herzberg's satisfiers such as promotion and recognition in the University. It also established that pay in terms of allowances has a positive influence on the level of motivation of the junior non-academic staff of the university. The study concludes that remuneration -basic salary and allowances- are motivators and not just dissatisfiers as stated by Herzberg for the case of the junior non-academic staff. It recommends that the management of the University should improve the remuneration of their employees to stimulate (motivate) the staff in their jobs wherefore the University stands to gain.

2.3.3 Effects of promotion on job satisfaction

According to Ghosh (2008), a promotion is the transfer of an employee to a new position which commands higher pay, privileges or status compared with the old. Further he says that a company is said to have an open promotion policy if it considers all employees within the organization as potential candidates and also announces internally such vacancies. Promoting an employee is an effective way of giving them satisfaction. That promotion by
itself makes the employee feel that they are appreciated and their efforts are seen. Companies who do this well have better financial returns than those who do it poorly. What goes into an employee promotion plan is referred to as a succession plan which establishes a process for recruiting employees, developing their skills and abilities, and preparing them for advancement, while retaining them to ensure a return on the organization's investment and job satisfaction. Another factor to remember is that moving from buddy to boss isn't a transition that everyone can make. So make it is good to make it clear to any candidate for a promotion that he or she is going to have to adjust to a whole different set of professional and social demands. Before promoting someone, ask them if they think they'll be able to objectively critique somebody with whom they used to work.

Nzuve (2007) explains promotion as a change from a job at a lower level to another at a higher level within the organization. Promotion provides an employee with an increase in pay and improved status. The purpose of a promotion is to fill a vacant post by an employee from within who possesses the required skills and abilities to match the duties and responsibilities of the post. Promotion from within places high value on the importance of the organization over their employees and if properly done will strengthen employee morale.

With good succession planning, employees are ready for new leadership roles as the need arises and when someone leaves. In addition, succession planning can help develop a diverse workforce, by enabling decision makers to look at the future make-up of the organization as a whole. Ghosh (2008) says that properly administered promotions improve morale, stimulates efficiency and provides opportunity for advancement to loyal employees. The knowledge that deserved promotions are being made increases the interest of other employees in the company and the desire to serve the interests of the company. Such knowledge causes other employees to believe that their turn will come and so they remain with the company and reduce labour turnover. It creates a feeling of contentment with the present conditions and encourages ambition to succeed within the company.

2.3.4 Influence of employee training on job satisfaction

According to Cowling and Mailer (1998), training assists the employees to function more
effectively in their present position by exposing them to the latest concepts, information and techniques and developing in them the skills required in their fields. They added that effective training is said to contribute significantly to the improvement of competitiveness, productivity and the quality of services to customers. Evidence suggests that recruited fully trained workers tend to leave much sooner than employees the organizations had trained themselves. Long term benefits of training outweigh the short term costs. For example, higher skill and knowledge levels lower turnover reduces recruitment costs and greater commitment to the organization. People given training find their jobs more interesting.

According to City & Guilds report (March 2007) on the Happiness Index conducted annually, it shows there is a need to focus on training at work with, personal development identified as a key contributor to happiness: 8% of those surveyed cited that training and development would make their role more satisfying. The research undertaken was based on a sample of 1,000 employees and 200 employers. An analysis by Haworth Hospitality Press has also shown that training is positively related to training satisfaction and job satisfaction. Job satisfaction leads positively to intention to stay. The indirect effect of training quality on intention to stay was mediated by job satisfaction.

According to Lockee (2005), investing in staff training allows you to set standardized procedures that every member of your team will be able to follow, and will improve your practice’s efficiency. Three things you can provide in-house to every employee are clear and complete instruction on procedures, the right tools for the job and adequate time and training to learn how to do their job well. She further says that offering professional development opportunities is another tactic for retaining quality employees. Attending professional workshops, seminars and continuing education classes puts employees in charge of their own careers, helps keep them motivated and provides a support system for their skills and talents. She concludes by saying that if you invest in your employees, they will invest in you. They will put in maximum effort, vigorously collect for all services rendered and look for new ways to increase your output.
2.3.5 Effect of employee benefits on job satisfaction

According to Cole (2002), employee remuneration is not just about pay, i.e. wages and salaries. It is also concerned with non-pay benefits, or ‘benefits-in-kind’. Benefits are usually provided as a package of items, for example, pensions, subsidized meals, discounts on company products and the like.

Kelleher (2007) discusses about Bonus plans ‘add to job satisfaction’. It says that workforces are happier and more motivated when pay is linked to performance. Colin Green of Lancaster University and John Heywood from the Universities of Wisconsin and Birmingham conducted a study and based their findings on a detailed look at the most recent British Household Panel Survey – a yearly nation-wide survey started 16 years ago. Their study examines profit sharing, performance pay and bonuses and concludes that profit sharing and bonuses tend to increase job satisfaction. In addition, having performance-related pay increases workers’ satisfaction with both their wage packets and their job security. Green said: “Our research has shown that performance pay, as well as improving levels of satisfaction, can also improve attitudes towards job security.

Lockee (2005) suggests that employee benefits play an important role in employee satisfaction and retention. Some examples of the benefits according to her are vacation offers, paid time off, paid holidays, health insurance, retirement benefits, uniform allowance and educational reimbursement. She recommends that an organization should tailor these benefits to suit the needs and wants of your employees and communicate the value of the benefits you offer to your employees as their “total compensation package.” Further, an employer should see the organizations team members for what they are — your most valuable resource for the continued success of your practice — and treat them accordingly. She advises that one should not fall victim to chronic staff turnover by failing to communicate your expectations, provide the right tools for the job or offer a competitive benefits package. If you don’t provide these things, your staff will seek an employer who does. Look at the time and money you put into communication, professional development and competitive benefits as a great investment to keep a great team of employees.
2.3.6 Effect of recognition on job satisfaction

According to Smith, in his talk on "People Need to Feel Appreciated", he had conducted case studies to elaborate the effect of recognition on job satisfaction. In the case study, he gave a story about two employees who worked for different firms. The moral of these stories is that money may attract people to the front door, but something else keeps them from going out the back. Although many people claim they are quitting for a better paying job elsewhere, survey after survey shows that lack of appreciation and recognition is a primary reason why people quit their jobs. The causes of many employees' greatest dissatisfaction at work is lack of appreciation.

Rewarding and recognizing employees is a ticklish business. It can motivate people to explore more effective ways to do their jobs - or it can utterly discourage such efforts, Clemmer (2000). He gives a few tips and traps such as to establish a clear link between what people are rewarded for and the organization's priorities. The effect of cost control or customer satisfaction efforts on the bottom line is so fuzzy that it's meaningless. Secondly, an organization or business should be careful when offering money or recognition for employee suggestions. This can lead to conflict rather than cooperation. Individuals and groups often end up jealously protecting their ideas or arguing about the source of ideas. Suggestion systems also separate idea generation from implementation. Effectiveness is a function of how strongly ideas or strategies are accepted and then implemented by the people who can make them work. Suggestion systems work best in traditional "command and control" or paternalistic organizations. Workers come up with ideas and managers decide which ones get implemented. In a highly involved organization, teams generate and test ideas as part of a bigger focus on improving their own key processes.

According to Smith (2000), reward and recognition is not just a nice thing to do, but a critical element in the management toolkit. People have a basic human need to feel appreciated and recognition programs help meet that need. The second aspect of this science is management must create consequences for the behavior important for business success. One of the easiest and most effective recognition programs is "peer recognition." Peer recognition allows employees to reward each other for doing a good job. It works because
employees themselves know who works hard and deserves recognition. Also, workers may value each other's opinion more than their supervisor's. Managers can't be everywhere all the time. Therefore, the employees are in the best position to catch people doing the right things. Setting up a program to make people feel appreciated is not difficult. A well-administered program builds camaraderie, values, and makes people feel good about themselves and their jobs. But the biggest reason for the success of these programs is simple, they allow people to celebrate success and feel good about who they are and whom they work for. The cause of the greatest dissatisfaction at work today is lack of appreciation. For effective recognition, the employer is advised to encourage mutual recognition among co-workers, praise employees even for small steps, recognize individual as well as team accomplishments and individualize recognition by asking each employee how to best demonstrate appreciation for them.

2.4 Critical review

In spite of Maslow's effort and insights into the theories of motivation, replicate studies failed to offer strong support of the need-based theories. Also, studies aimed at validating Maslow's theory failed to find substantiation in support of the needs hierarchy (Ifinedo 2003; Lawler & Suttle, 1972), although many continue to find the hierarchy model very attractive (Naylor, 1999). People are motivated differently and following a hierarchical way of motivating employees in today's workplace is not feasible as Maslow suggests. Managers should therefore strive to satisfy all the needs in different ways but concurrently to avoid people getting bored for the hierarchy to be fulfilled.

In 1968, Herzberg stated that his two-factor theory study had already been replicated 16 times in a wide variety of populations including some in Communist countries, and corroborated with studies using different procedures which agreed with his original findings regarding intrinsic employee motivation making it one of the most widely replicated studies on job attitudes. While the Motivator-Hygiene concept is still well regarded, satisfaction and dissatisfaction are generally no longer considered to exist on separate scales. The separation of satisfaction and dissatisfaction has been shown to be an effect of the Critical Incident Technique (CIT) used by Herzberg to record events. Furthermore, it has been noted the theory does not allow for individuals' unique responses to motivating or hygiene factors. A
number of behavioural scientists have pointed to inadequacies in the need hierarchy and motivation-hygiene theories.

2.5 Summary of Literature Review and Research gaps

A high performing organization is filled with higher performers who are well paid. We should pay people well. But once we're sure they feel their compensation is fair and equitable, don't even mention money again until next year. Fix everyone's attention on the bigger and more meaningful issues of Context and Focus (vision, values, and purpose), customers and partners, innovation, goals and priorities, and growth and improvement. Concentrate on building a culture of success and forward momentum with lots of recognition and appreciation for everyone's contributions.

All organizations should give a high priority to its people management practices if they hope to succeed and prosper in the face of global competition and consumer demand for the highest quality of product and/or service. Giving internal employees a chance by promoting internally is positive and gives morale to people.

Well-trained employees are more capable and willing to assume greater control and ownership over their jobs. They need less supervision, which frees management for other tasks. Employees are more capable of taking care of customers, which builds stronger customer loyalty. All this leads to better management-employee relationships. Creating a culture for satisfaction takes time, prompts internal analysis, and leaves long-term positive results on the bottom line.

Properly managed employees can be motivated to achieve excellence in any area of a business. They will contribute willingly, and will do more than expected if they are given benefits. Extraordinary results can be achieved by ordinary people if management recognizes employee's efforts and gives them good benefits that will keep them to the job. Managing a business today is difficult enough without forfeiting a competitive advantage by lack of attention to its most valuable asset - its people.

Like customer service and quality, reward and recognition are highly subjective. Just as they
monitor the changing needs of customers, effective leaders constantly try to understand the shifting perceptions and values of everyone in their organization. Reward people for what they know and do, not how long they’ve been on the job or how many people they supervise.

2.6 Conceptual Framework
The conceptual framework adopted by the researcher will include both the independent variables and the dependent variables. In this study, the independent variables are Remuneration, Training, Employee benefits, Recognition and Promotion while the dependent variable is job satisfaction.

<table>
<thead>
<tr>
<th>Independent Variables</th>
<th>Dependent Variable</th>
</tr>
</thead>
<tbody>
<tr>
<td>Remuneration</td>
<td></td>
</tr>
<tr>
<td>- Salary scales</td>
<td></td>
</tr>
<tr>
<td>Promotion</td>
<td></td>
</tr>
<tr>
<td>- Opportunities of promotion</td>
<td></td>
</tr>
<tr>
<td>- Promotion policies</td>
<td></td>
</tr>
<tr>
<td>Employee training</td>
<td></td>
</tr>
<tr>
<td>- Skills growth</td>
<td></td>
</tr>
<tr>
<td>- Workshops and seminars attended</td>
<td></td>
</tr>
<tr>
<td>Employee benefits</td>
<td></td>
</tr>
<tr>
<td>- Pension schemes</td>
<td></td>
</tr>
<tr>
<td>- Transport</td>
<td></td>
</tr>
<tr>
<td>- Insurance</td>
<td></td>
</tr>
<tr>
<td>Recognition</td>
<td></td>
</tr>
<tr>
<td>- Awards</td>
<td></td>
</tr>
<tr>
<td>- Policies</td>
<td></td>
</tr>
</tbody>
</table>

Figure 2.1 Schematic Diagram

Source: Author, 2013
2.6.1 Interpretation of Conceptual Framework

Conceptual framework supporting motivation was adapted from Maslow’s hierarchy of needs theory and Herzberg’s two-factor theory. These theories give a number of factors that determine job satisfaction which include the following: Achievement, Possibility of growth, Recognition, Company policy and administration, Salary, Working conditions, Job security, Responsibility advancement, Work itself and Interpersonal relations.

The study looked into the major theories of motivation which are classified into three categories namely the content (what motivates people), cognitive (how are people motivated) and behavior (how managers behave towards employees in the motivation process) theories.
CHAPTER THREE
RESEARCH METHODOLOGY

3.1 Introduction
This chapter described the strategies used in data collection and analysis. It focused on the research design, the target population, the procedure of sampling, the instruments that were used to collect data and finally the data analysis methods.

3.2 Research Design
The research design that was used to investigate the effect of employee motivation on job satisfaction was descriptive research design. Saunders et al (2003) defines the descriptive method as one which looks with intense accuracy at the phenomena of the moment and then describes precisely what the researcher sees. Descriptive research design helps portray an accurate profile of persons, events and situations. A descriptive research design also allows for in-depth analysis of variables and elements of the population to be studied and as well as collection of large amounts of data in a highly economical way. It enables generation of factual information about the study. The descriptive research design was undertaken in order to ascertain and be able to describe the characteristics of the variables of interest in a situation.

3.3 Target Population
The target population was the full time staffs of Tangaza College who fall across the board, which is senior management, middle management, both administration and teaching and the support staff. The target population consisted of 95 employees (Tangaza College HR database). Below is an illustration of the summary of the population of interest.
Table 3.1 Target Population

<table>
<thead>
<tr>
<th>Level</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Senior management</td>
<td>13</td>
<td>13.7 %</td>
</tr>
<tr>
<td>Middle management</td>
<td>14</td>
<td>14.7 %</td>
</tr>
<tr>
<td>Administration Support Staff</td>
<td>25</td>
<td>26.3 %</td>
</tr>
<tr>
<td>Support Staff</td>
<td>27</td>
<td>28.4 %</td>
</tr>
<tr>
<td>Institutes administration</td>
<td>16</td>
<td>16.8 %</td>
</tr>
<tr>
<td>Total</td>
<td>95</td>
<td>100 %</td>
</tr>
</tbody>
</table>

Source: Author 2013

3.4 Sample Design and Procedure

Kumar (2008) explains that a complete enumeration of all items in the ‘population’ is known as a census enquiry. Kumar further says that it can be presumed that such an inquiry, when all items are covered, no element of chance is left and highest accuracy is obtained. Census works when the population is limited so timely and complete information can be obtained. The researcher used census method of data collection because the total number of full time employees was not huge and due to its intensity in nature, the census report gave detailed and accurate information.

Table 3.2 Sample Size

<table>
<thead>
<tr>
<th>Level</th>
<th>Frequency</th>
<th>Sample (100 % of target population)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Senior management</td>
<td>13</td>
<td>13.7 %</td>
</tr>
<tr>
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<td>16.8 %</td>
</tr>
<tr>
<td>Total</td>
<td>95</td>
<td>100 %</td>
</tr>
</tbody>
</table>

Source: Author 2013
3.5 Data collection instruments and procedures

3.5.1 Questionnaire
The researcher used questionnaires in data collection. This reduced bias in that the researcher's own opinions did not influence the respondents to answer questions in a certain manner. The questions were both closed and open ended.

3.5.2 Interviews
Face to face interviews was also used in order to obtain detailed information about personal feelings, perceptions and opinions especially of the senior management. It also provided for more detailed questions to be asked.

3.6 Data Analysis Methods
After the fieldwork, the researcher analyzed the questionnaires and the interview schedules using the regression analysis, content analysis and descriptive statistics. Regression analysis was used to ascertain the linear relationship between motivation and job satisfaction variables. The relationship can either be positive or negative. A positive relationship showed that the variables moved in one direction and a negative relationship showed that the variables moved in different directions.

The data collected was presented using tables and pie charts.
CHAPTER FOUR
RESULTS OF DATA ANALYSIS AND DISCUSSION

4.1 Introduction
This chapter presents and analyses data collected from the respondents in the field. Some filled the questionnaires while others were interviewed. The aim of this study was to establish the effects of employee motivation on job satisfaction in private institutions of higher learning in Kenya. The structured questions generated the quantitative data whereas the unstructured questions generated the qualitative data. The quantitative data was analysed using SPSS and presented using tables and charts while the qualitative data was analysed through the use of content analysis.

4.2 Response Rate
The researcher distributed 89 questionnaires and performed 6 interviews and the response rate was as follows:

Table 4.1 Response rate

<table>
<thead>
<tr>
<th>Response</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Responded</td>
<td>87</td>
<td>92</td>
</tr>
<tr>
<td>Not responded</td>
<td>8</td>
<td>8</td>
</tr>
<tr>
<td>Total</td>
<td>95</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Survey data (2013)

The study findings indicate that 92% responded while 8% did not. This is a very high response rate.

4.3 Quantitative and Qualitative Analysis
The quantitative and qualitative data was analysed using descriptive statistics and content analysis with the help of SPSS programme. It is presented according to the specific objectives using tables and charts as shown below:
4.3.1 Gender of the respondents

On gender, the findings were as follows:

![Gender Pie Chart]

Figure 4.1 Gender of the respondents  
Source: Survey data (2013)

Figure 4.1 shows that 59% of the respondents were female while 41% were male. The number of females was 51 while the male were 36. This indicates that there were more female employees in comparison to males.

4.3.2 Age of the respondents

Table 4.2 Age group

<table>
<thead>
<tr>
<th>Age Group (Years)</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>18-25</td>
<td>7</td>
<td>8</td>
</tr>
<tr>
<td>26-33</td>
<td>19</td>
<td>22</td>
</tr>
<tr>
<td>34-41</td>
<td>28</td>
<td>32</td>
</tr>
<tr>
<td>42 and above</td>
<td>33</td>
<td>38</td>
</tr>
<tr>
<td>Total</td>
<td>87</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Survey data (2013)

The above findings show that majority of the respondents fell in the age bracket of 42 years
and above while the least were 18-25 years. 34-41 years was represented by 32% while 26-33 years were 22%.

4.3.3 Period of time working with Tangaza College

The length of time worked was important to study as it would indicate the employee’s satisfaction working for the College.

![Bar chart showing the number of years worked at Tangaza College.

Figure 4.2 Number of years worked at Tangaza

Source: Survey data (2013)

Figure 4.2 shows that the majority of the employees 49% have worked for Tangaza for a period of between 1 and 3 years, 16% below one year, 26% between 4 and 6 years, 6% between 7 and 9 years and lastly 3% above 10 years.

This therefore indicates that many employees cease working for Tangaza as the years pass by. The loyal employees to the College are minimal at 3% having worked for more than 10 years. This is an indication that most employees start leaving the College after the third year which shows that there are reasons behind the exits.
4.3.4 Influence of remuneration on job satisfaction

Salary Interval

The salary for the employees was important to study as it would indicate the amount employees get in relation to satisfaction for working for the College.

Table 4.3 Salary Range

<table>
<thead>
<tr>
<th>Salary range</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Below 20,000</td>
<td>5</td>
<td>6</td>
</tr>
<tr>
<td>20,001-35,000</td>
<td>18</td>
<td>21</td>
</tr>
<tr>
<td>35,001-50,000</td>
<td>48</td>
<td>55</td>
</tr>
<tr>
<td>Above 50,001</td>
<td>16</td>
<td>18</td>
</tr>
<tr>
<td>Total</td>
<td>87</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Survey data (2013)

6% of the respondents earn a salary of below 20,000, 21% earn between 20,001 and 35,000, 55% earn between 35,001 and 50,000 while 18% earn above 50,000. This shows that a majority of the employees earn a salary between 35,001 and 50,000. Is the salary indicated by the employees adequate for their day to day expenses? That question would be answered with checking the salary adequacy which is indicated below.

Salary Adequacy

Whether the salary was adequate for the employee’s responsibilities and work related experience was studied so as to indicate the satisfaction in meeting employees daily needs and hence show their satisfaction for working in Tangaza College.
Figure 4.3 Salary Adequacy
Source: Survey data (2013)

Figure 4.6 shows that the majority of employees, 88%, were not satisfied with the salary they earn while 12% said it's adequate. This therefore signifies that a majority of the employees believe that remuneration plays a big role in getting satisfaction for the job that one does.

Salary was clearly indicated as an important factor for the employees and hence the current wage systems at Tangaza College cause dissatisfaction. Employees perceive money as the most important motivator because it is directly linked with the satisfaction of many needs which includes basic needs. Majority of the employees emphasized that the salary they receive is inadequate for their responsibilities and work related experience. This is because they keep finding themselves in debts and cannot meet their family basic needs. Others were discontented based on the fact that there is no salary harmony with other employees who have the same academic qualifications. Others compared Tangaza College with similar academic institutions which pay better than Tangaza while others said that their positions have many administrative duties including policy implementation and formulation and hence should attract a better package.
Majority of the employees were of the opinion that remuneration acts as a motivating factor which automatically leads to job satisfaction. One tends to perform well if one meets their basic needs and derive pleasure in the job. Further, they insisted that good remuneration curbs high employee turnover.

4.3.5 Effects of promotion on job satisfaction

Chances for advancement of job
Whether there were fairly good chances for advancement in ones job was regarded as important. The findings on whether there were such chances are as shown below:

Table 4.4 Chances for advancement of job

<table>
<thead>
<tr>
<th>Chances for advancement on the job</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Very high</td>
<td>60</td>
<td>69</td>
</tr>
<tr>
<td>High</td>
<td>15</td>
<td>17</td>
</tr>
<tr>
<td>Neutral</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>Low</td>
<td>6</td>
<td>7</td>
</tr>
<tr>
<td>Very low</td>
<td>3</td>
<td>3</td>
</tr>
<tr>
<td>Total</td>
<td>87</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Survey data (2013)

Majority of the employees 69% are in agreement that there are very high chances of advancement in the job while 17% agree that the chances are only high. 4% are neutral, 7% believe that the chances are low while 17% believe that the chances for advancement are very low. This means that majority of the employees believe in chances for advancement in the job.

The knowledge that deserved promotions are being made increases the interest of other employees in the company and the desire to serve the interests of the company. Such
knowledge causes other employees to believe that their turn will come and so they remain with the company and reduce labour turnover. Promotion creates a feeling of contentment with the present conditions and encourages ambition to succeed within the company. Therefore, properly administered promotions improve morale, stimulate efficiency and provide opportunity for advancement to loyal employees.

**Fair promotion policies**

Studying about fair promotion policies was important as it would reflect whether employees are motivated to work hard in order to get promoted. On whether there were fair promotion policies, the response was as shown below:

![Figure 4.4 Fair promotion policies](image)

Source: Survey data (2013)

73% of the respondents indicated that there were fair promotion policies while 27% indicated that they are not clear with the policies. This shows that majority of the employees are conversant with the promotion policies which according to them are fair.

Therefore, the respondents indicated that Tangaza College has an open promotion policy since it considers all employees within the organization as potential candidates and also
announces internally such vacancies. Promotion makes employees feel that they are appreciated and their efforts seen.

However, some of the respondents thought that promotion is done by merit and competence while others said that the system has not fully implemented promotion policies. These promotions were also thought to affect the status of the individual as they get better pay packages. Promotions also become a source of inspiration to other employees within Tangaza College who would be motivated to work hard in order to be promoted and therefore acquire the same status. Further, most of the employees asserted that promotion is a way of motivation leading to high production due to job satisfaction. Others said that promotion widens the level of responsibility and experience and it further shows recognition of an employee.

4.3.6 Extent in which employee training influences job satisfaction

Employee training
Whether the employees are taken through training in the organization was considered important because it would reflect on whether training is practiced by the employers within the organization. The findings are as shown below:

Table 4.5 Employee training

<table>
<thead>
<tr>
<th>Training</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Always</td>
<td>16</td>
<td>18</td>
</tr>
<tr>
<td>Often</td>
<td>27</td>
<td>31</td>
</tr>
<tr>
<td>Sometimes</td>
<td>41</td>
<td>47</td>
</tr>
<tr>
<td>Seldom</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>Never</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Total</td>
<td>87</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Survey data (2013)
18% of the respondents indicated that the organization always provides employee training while 31% indicated that the organization provides training often. The highest respondents, 47%, indicated that the College sometimes provides training and 4% indicated that the college never offers training. This shows that the organization takes training of its employees as a very important course although it does not do so frequently. Most of the respondents indicated that they have been offered on the job training while others have gone for off the job training. This therefore is an indication that the employees have experienced job satisfaction after undergoing training of some sort.

**Influence of training on job satisfaction**

On whether training influenced job satisfaction, the response was as follows:

![Circle diagram with percentages](image)

**Figure 4.5 Training and job satisfaction**

Source: Survey data (2013)

77% of the respondents strongly agreed that training highly influences job satisfaction while 23% agreed that training highly influences job satisfaction. This therefore is an indication that the employees have experienced job satisfaction after undergoing training whether on the job or off the job. Professional development opportunities are sure ways of retaining quality employees. The employees taken for professional workshops, seminars and payment of education subsidies has put them in charge of their own careers and helps keep them
motivated. Majority of the employees in the organization have gone through some kind of training such as computer packages, skill building and professional workshops, first aid training, cleaning training, mechanical engineering and conflict resolution and healing after the post election violence. They placed a great emphasis on the influence of training on job satisfaction in which the majority of the employees said that they gain knowledge and better understanding of their jobs. It also provides for ones improvement of career and adds professionalism and competency in the work area. An investment in employees means that they will invest in the organization too.

While some employees said that they have reached the ceiling and that they have no space for growth, most commended the Institution for allocating education subsidy which helps them top up to their school fees. Others still said that the subsidy allocated is not enough to advance ones career.

4.3.7 Effects of employee benefits on job satisfaction

Influence of benefits on job satisfaction

On whether benefits influenced job satisfaction, the response was as follows:

Table 4.6 Benefits and job satisfaction

<table>
<thead>
<tr>
<th>Influence of benefits on job satisfaction</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Extremely satisfied</td>
<td>11</td>
<td>13</td>
</tr>
<tr>
<td>Satisfied</td>
<td>54</td>
<td>62</td>
</tr>
<tr>
<td>Neutral</td>
<td>9</td>
<td>10</td>
</tr>
<tr>
<td>Somewhat satisfied</td>
<td>6</td>
<td>7</td>
</tr>
<tr>
<td>Unsatisfied</td>
<td>7</td>
<td>8</td>
</tr>
<tr>
<td>Total</td>
<td>87</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Survey data (2013)
Majority of the respondents 75% were satisfied with benefits that are offered in the organization which are a major motivating factor which leads to job satisfaction while the least 8% were unsatisfied with the benefits offered in the organization.

However much that employees value salaries so much as indicated above, it is not only just about pay but also about benefits. The value of the benefits offered should be communicated to employees as their total compensation package.

Majority employees indicated that the benefits they receive in the organization influence job satisfaction while the minority said that however much they are available, they are too minimal. The kind of benefits offered include medical cover, Staff breakfast allowance, pension, education subsidy, leave travelling allowance and end of the year staff party. The influence on job satisfaction falls on the fact that for example, if one is insured, there is security after retirement or job termination. There is also satisfaction in the job if one is assured that if you get ill; you cannot be stranded in terms of finances. Generally, these benefits make employees comfortable with working for the organization hence low staff turnover. An organization should not fall victim to staff turnover by failing to communicate their expectations, by not providing the right tools for the job or not offer a competitive benefits package.

4.3.8 Effect of recognition on job satisfaction

Whether employees have ever been recognized since joining the organization

On whether employees have ever been recognized since joining the organization, the response was as follows:
Table 4.7 Recognition of employees

<table>
<thead>
<tr>
<th>Recognized</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>13</td>
<td>15</td>
</tr>
<tr>
<td>No</td>
<td>74</td>
<td>85</td>
</tr>
<tr>
<td>Total</td>
<td>87</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Survey data (2013)

Majority of the respondents 85% have not been recognized since they joined the organization while 15% have been. This indicates that the College does not value recognizing its employees. The leading factor hindering recognition as indicated by the respondents was the lack of interest from management followed by poor performance from the employees. This therefore is an indication that the employees feel management should be on the forefront in recognizing its employees.

On the effect of recognition on job satisfaction, as shown below, the respondents indicated that recognition very highly affects job satisfaction.

![Figure 4.6 Effect of recognition on job satisfaction](attachment:image.png)

Majority of the respondents 67% felt that recognition highly influenced employee job satisfaction while 26% felt that recognition very highly influence job satisfaction. This is
therefore an indication that if employees are recognized, they will achieve job satisfaction hence influencing staff retention.

Although many people claim they are quitting for a better paying job elsewhere, survey after survey shows that lack of appreciation and recognition is a primary reason why people quit their jobs. The causes of many employees greatest dissatisfaction at work is lack of appreciation. Majority of the employees were of the opinion that recognition does influences job satisfaction. It motivates the employees and one feels renewed in the job hence improving self esteem.

Reward and recognition is not just a nice thing to do, but a critical element in the management toolkit. People have a basic human need to feel appreciated and recognition programs help meet that need. Setting up a program to make people feel appreciated is not difficult. A well-administered program builds values and makes people feel good about themselves and their jobs. But the biggest reason for the success of these programs is simple, they allow people to celebrate success and feel good about who they are and whom they work for. The cause of the greatest dissatisfaction at work today is lack of appreciation. For effective recognition, the employer is advised to encourage mutual recognition among co-workers, praise employees even for small steps, recognize individual as well as team accomplishments and individualize recognition by asking each employee how to best demonstrate appreciation for them.
CHAPTER FIVE
SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction
The purpose of the study was to establish the effects of employee motivation on job satisfaction in Institutions of higher learning, a case of Tangaza College. This chapter summarizes the study findings, concludes and presents the recommendations.

5.2 Summary
As indicated by the researcher earlier, the aim of the research was to find out why there has been an alarming increase in employee turnover at Tangaza College. It was observed that in each year since 2008, there have been more than 5 employees leaving the College for other jobs elsewhere. There also have been complaints on perceived or actual poor performance from the members of staff by the Board of Trustees (BOT) and the governing council (GC) who are the “owners” of the College.

The specific objectives were to analyze the influence of remuneration on job satisfaction at Tangaza College, to examine the effects of promotion on job satisfaction at Tangaza College, to find out the extent to which employee training influences job satisfaction at Tangaza College, to assess the effect of employee benefits on job satisfaction at Tangaza College and to analyze the effect of recognition on job satisfaction at Tangaza College.

From the research findings, it was established that the majority of the employees said that remuneration influences job satisfaction in that one tends to perform well if one meets his/her basic needs. They were of the opinion that the current remuneration scales needs to be revised which in turn will curb high employee turnover.

Most of the respondents indicated that promotion does influence job satisfaction since it lifts their status in terms of increase in salary hence becoming a source of inspiration for the other employees. This is an indicator that promotions within the organization are carried out fairly and therefore motivates the employees.
Most of the respondents felt that training highly influences job satisfaction. This therefore is an indication that the employees are given training within the organization and hence keeps them abreast with the duties that they are required to perform and they perform them to the best of their abilities.

Majority of the respondents felt that benefits are a major motivating factor which leads to job satisfaction. These benefits are important since one is assured of facilities like medical cover and pension services. This increases commitment to the organization. Majority of the respondents felt that recognition influences employee job satisfaction since it also acts as a motivating factor.

Majority of the respondents indicated that the employer does not recognize their employees on regular basis. The main reason behind non recognition was that there was lack of interest from the management. The respondents felt that recognition highly affects job satisfaction and in turn makes them more loyal to their employer leading to less employee turnover.

5.3 Conclusion
It can be concluded that employee motivation highly influences job satisfaction. On the other hand, a satisfied employee will actually want to work for the organization for long since his needs are met and he is also developed through training and having good chances for advancement in ones career. The organization also has to put policies into place and the same communicated to employees for their information. Finally, the salary scales should be looked into and employees paid more or less the same rate as the market.

5.4 Recommendations
Given that the outcome of the research indicated that indeed employee motivation influences job satisfaction, the following recommendations were made:

The management should strive to pay its employees equal remuneration for work of equal value. When they feel that they are paid according to their worth, they will be more
motivated to work harder to the best of their ability. A performance related pay system should also be developed and adopted to ensure that the employees are paid based on their individual contribution or performance.

A human resource policy handbook should be developed and the contents communicated to the employees so that they are all aware of the procedures of the organization. Employees should also be involved in decision making within the organization where they give their opinions especially related to policy making. Once they are aware of policies such as promotion policies tackled in this project, then they will be very motivated and strive towards achieving job advancement.

The benefits offered should be comprehensive enough such that the employees do not feel that they are given half the bread. For example, the medical cover should cover even maternity services as opposed to omitting it while other organizations are offering the service within their medical cover. The education subsidy should be increased or one is given full scholarship with binding terms of working for the company for such and such a period of time.

Finally, financial rewards in terms of recognition should be sandwiched with non financial rewards such as promoting from within the organization, commending ones efforts for a job well done is good enough to motivate an employee, recognizing staff on a regular basis, providing capacity building training and promoting team building activities. The management should keep in mind that promoting team building activities really keeps a well motivated staff for together they stand and divided they fall which pulls down the organization.

5.5 Suggestions for further study

This study was carried out only in Tangaza University College. A similar study can be carried out in different Institutions of higher learning especially a public institution so as to compare the results. Further research should also be carried out to establish other motivational factors leading to job satisfaction other than the ones the researcher has used.
REFERENCES


Naylor, J. (1999), Management, Pearson Education, Financial Times/ Prentice Hall, Harlow, United Kingdom, UK


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APPENDICES

QUESTIONNAIRE

Instructions
1. Kindly answer all questions
2. Fill in the spaces provided as accurately as possible

Designation of responded

Kindly Tick One
1. Gender
   Male □ Female □

2. Age group (please tick where applicable)
   18 – 25 years □
   26 – 33 years □
   34 – 41 years □
   42 and above □

3. How long have you been working with Tangaza College?
   Below 1 year □
   1 – 3 years □
   4 – 6 years □
   7 – 9 years □
   Above 10 years □

Influence of remuneration on job satisfaction

4. What is your salary interval?
   Below 20,000 □
   20,001 – 35,000 □
   35,001 – 50,000 □
   Above 50,001 □
5. Is the salary adequate for your responsibilities and work related experience that you have?

Yes □
No □

Explain

6. To what extent do you agree with the following statement? Remuneration highly influences job satisfaction?

<table>
<thead>
<tr>
<th>Strongly agree</th>
<th>Agree</th>
<th>Neutral</th>
<th>Disagree</th>
<th>Strongly disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
</tbody>
</table>

**Effects of Promotion on Job satisfaction**

7. To what extent do you think that there are good chances for advancement on your job?

<table>
<thead>
<tr>
<th>Very high</th>
<th>High</th>
<th>Neutral</th>
<th>Low</th>
<th>Very low</th>
</tr>
</thead>
<tbody>
<tr>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
</tbody>
</table>

8. Does the organization have fair promotion policies?

Yes □
No □

Explain
9. Does promotion influence job satisfaction?

Yes  
No  

Briefly Explain

Influence of employee training on job satisfaction

10. How often does the organization arrange for training of its employees?

<table>
<thead>
<tr>
<th>Always</th>
<th>Often</th>
<th>Sometimes</th>
<th>Seldom</th>
<th>Never</th>
</tr>
</thead>
<tbody>
<tr>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
</tbody>
</table>

11. What kind of training have you gone through?

On the job training  
Off the job training  
None  

12. Do you agree that training influence job satisfaction?

<table>
<thead>
<tr>
<th>Strongly agree</th>
<th>Agree</th>
<th>Neutral</th>
<th>Disagree</th>
<th>Strongly disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
</tbody>
</table>

50
Effects of employee benefits on job satisfaction

13. Are you satisfied with the benefits offered in the organization and do they motivate you?

<table>
<thead>
<tr>
<th>Extremely Satisfied</th>
<th>Satisfied</th>
<th>Neutral</th>
<th>Somewhat Satisfied</th>
<th>Unsatisfied</th>
</tr>
</thead>
<tbody>
<tr>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
</tbody>
</table>

14. Do the benefits received in your organization influence job satisfaction?

Yes ☐
No ☐

Explain

Effect of recognition on job satisfaction

15. Since joining the organization, have you ever been recognized for work well done?

Yes ☐
No ☐

16. If no, what would you think would be the hindering factors?

Lack of interest from the management ☐
Poor performance from employee ☐
Lack of performance appraisals ☐

17. At what level would you think that recognition affects job satisfaction?

<table>
<thead>
<tr>
<th>Very high</th>
<th>High</th>
<th>Neutral</th>
<th>Low</th>
<th>Very low</th>
</tr>
</thead>
<tbody>
<tr>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
</tbody>
</table>
INTERVIEW GUIDE

1. How long have you been working with Tangaza College?
2. What is your salary interval?
3. Is the salary adequate for your responsibilities and work related experience that you have? Explain
4. How does remuneration influence job satisfaction?
5. Are there fairly good chances for advancement on your job? Explain
6. Does the organization have fair promotion policies? Explain
8. Does the organization arrange for training of its employees and if yes, what kind of training have you gone through?
10. What are the benefits offered in the organization and do they motivate you?
11. Do the benefits received in your organization influence job satisfaction?
12. Since joining the organization, have you ever been recognized for work well done? If yes, what is the effect to job satisfaction?
13. Please suggest ways of improving motivation in the organization leading to job satisfaction hence employee retention
REF: KU/MBA-PHD/RECOMM. LETTERS/VOL IV (9)

TO WHOM IT MAY CONCERN:


This is to confirm that the above named is a Master of Business Administration (HRM Option) student in the School of Business, Kenyatta University.

She is through with course work and has successfully defended her MBA Project proposal (Effects of Employee Motivation on Job Satisfaction in Private Institutions of Higher Learning in Kenya: A Case of Tangaza College). I confirm that she has done all the corrections that were pointed out by the examiners during the defense and she is now embarking on data collection.

Any assistance accorded her will be much appreciated by this office.

Thank you.

JAMES KILIKI (PhD)
DOCTORAL AND MBA PROGRAMME COORDINATOR

JMK/nt