FACTORS INFLUENCING JOB SATISFACTION
AMONG PUBLIC HEALTH EMPLOYEES OF LOCAL
AUTHORITIES IN KENYA.
CASE OF THE CITY COUNCIL OF NAIROBI.

BY

JOANES KALELI KYONGO


A RESEARCH PROJECT SUBMITTED IN A PARTIAL
FULFILLMENT OF THE REQUIREMENTS OF A
MASTER OF BUSINESS ADMINISTRATION (MBA)
DEGREE IN THE SCHOOL OF BUSINESS,
KENYATTA UNIVERSITY

Kyongo Joanes Kaleli
Factors influencing
job satisfaction

NOVEMBER, 2006
Declaration

I declare that this research project is my own original work and has never been presented to the University for examination purpose.

Signed.

Joanes Kaleli Kyongo
Date: 26th Nov, 2006

This is to certify that this research project has been submitted with our permission as University Supervisors.

Signature
Date: 26th Nov, 2006

Bett Shadrack
Business Administration Department

Signature
Date: 26th Nov, 2006

Dr. Namusonge
Chairperson, Business Administration Department
Abstract

Job satisfaction is an important issue that cannot be ignored by any organization. If the employees are not satisfied with their jobs, the organization will experience high labour turnover, absenteeism, lateness, strikes, low morale and low performance. The general objective of the study is to confirm factors that influence job satisfaction among public health employees of the City Council of Nairobi. The specific objectives are to determine the extent to which remuneration, working conditions, recognition, promotion and training influence job satisfaction. Research questions ask the degree to which remuneration, working conditions, recognition, promotion and training influence job satisfaction among public health employees of the City Council of Nairobi.

It is hoped that the study will be significant to the Local Government, top management, competitors, employees and stakeholders. The scope of the study is public health employees of the City Council of Nairobi. Main literature review is on studies and theories on job satisfaction. Factors that influence job satisfaction have been discussed. Descriptive research design has been used. The target population was 1736 employees out of which 87 were randomly selected from the P.H.D Central administration and 54 dispensaries, health centres and clinics. Stratified random sampling was used.

To elicit information from the respondents, a questionnaire was administered to the sample population. The questionnaire was pre-tested to test its validity. Data was analyzed using S.P.S.S package and MS Excel. Analyzed data has been presented using frequency tables, percentages, bar graphs, pie charts, measures of central tendencies and dispersion. At the end of the study, the researcher confirms that remuneration, working conditions, recognition, promotion and training influence job satisfaction.
Acknowledgement

Glory be to God for enabling me to write this report. Special thanks go to my supervisor, Mr. Shadrack Bett for his availability and advice that helped me greatly in completing this project.

I am also grateful to my colleague Mr. Kalundu Kimanzi, for his moral support and encouragement.
Dedication

This research project is dedicated to my dear mother Dorcas who did not spare any effort to educate me, and my loving wife Zipporah for her financial and moral support and my dear son Victor who endured moments of loneliness during times of busy schedules.
# TABLE OF CONTENTS

<table>
<thead>
<tr>
<th>INITIAL CONTENT</th>
<th>PAGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Declaration</td>
<td>(ii)</td>
</tr>
<tr>
<td>Abstract</td>
<td>(iii)</td>
</tr>
<tr>
<td>Acknowledgement</td>
<td>(iv)</td>
</tr>
<tr>
<td>Dedication</td>
<td>(v)</td>
</tr>
<tr>
<td>Table of Contents</td>
<td>(vi)</td>
</tr>
<tr>
<td>List of Figures</td>
<td>(x)</td>
</tr>
<tr>
<td>List of Tables</td>
<td>(xi)</td>
</tr>
<tr>
<td>List of Abbreviations</td>
<td>(xii)</td>
</tr>
<tr>
<td>Definition of Terms</td>
<td>(xiii)</td>
</tr>
</tbody>
</table>

## CHAPTER ONE

### 1.0 INTRODUCTION TO THE STUDY

1.1 Background to the Study

1.1.1 City Council of Nairobi.

1.2 Statement of the Problem

1.3 Objectives of the Study

1.3.1 General objective

1.3.2 Specific Objectives

1.4 Research questions

1.5 Significance of the Study

1.6 Scope of the Study

1

2

3

4

6

6

6

7

7

8
CHAPTER TWO

2.0 LITERATURE REVIEW

2.1 Introduction 9
2.2 The Conceptual Framework. 11
2.3 Studies on Job Satisfaction: Main Review 12
2.3.1 Job Satisfaction 12
2.3.2 Maslow's Hierarchy of Needs and Job Satisfaction. 15
2.3.3 Job satisfaction and Performance: The Porter – Lawler Model. 18
2.3.4 Facet and overall satisfaction – Value Theory. 19
2.4 Critical Review of Major Issues. 19
2.4.1 Remuneration 19
2.4.2 Working Conditions 28
2.4.3 Recognition 33
2.4.4 Promotion 35
2.4.5 Training 37
2.5 Other factors influencing Job Satisfaction 38
2.5.1 Demographic factors 38
2.5.2 Herzberg's factors 41
2.5.3 Bavendam research factors. 45
2.6 Improving Job Satisfaction 47
2.7 Summary and gaps to be filled by the Study. 51
CHAPTER THREE

3.0 RESEARCH METHODOLOGY

3.1 Introduction 52
3.2 Research design 52
3.3 Target Population 53
3.4 Sample design 54
3.5 Data collection procedures/ instruments 55
3.6 Data Analysis 56
3.7 Limitations of the study 57

CHAPTER FOUR

4.0 DATA ANALYSIS AND PRESENTATION

4.1 Introduction 58
4.2 Demographic factors 58
4.3 Job satisfaction 62
4.3.1 Factors that influence job satisfaction of employees within the public health department of the City Council of Nairobi. 64
4.4 Salary / Remuneration 64
4.5 Working conditions 68
4.6 Recognition 70
4.7 Promotion 73
4.8 Training 75
4.9 The extent to which Promotion, Remuneration, Training, Recognition and Working conditions influence Job Satisfaction 77
CHAPTER FIVE

5.0 SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS.

5.1 Introduction 84
5.2 Summary of findings 84
5.3 Conclusion 86
5.4 Recommendations 87
5.5 Suggestion for further study. 88

REFERENCES 89

APPENDICES

Appendix I: City Council of Nairobi Organizational Chart 95
Appendix II: Measures of Central Tendencies and Dispersion 96
Appendix III: Authority Letter from Kenyatta University. 97
Appendix IV: City Council of Nairobi Research Authorization Letter. 99
Appendix V: Respondents’ Letter 100
Appendix VII: Questionnaire 101
LIST OF FIGURES.

Figure 2:1 Independent and dependent variables 11
Figure 2:2 Responses to job dissatisfaction 14
Figure 2:3 Hierarchical human needs 17
Figure 2:4 The Porter – Lawler Model 18
Figure 4:1 Gender 59
Figure 4:2 Marital status 59
Figure 4:3 Academic and professional qualifications 61
Figure 4:4 Are you satisfied with your job? 63
Figure 4:5 Are you satisfied with your salary / remuneration? 65
Figure 4:6 Is your salary / remuneration equivalent to those of other employees in other organizations with similar qualifications? 66
Figure 4:7 Are you satisfied with the working conditions in your working place? 68
Figure 4:8 Do working conditions influence job satisfaction? 70
Figure 4:9 Are the staff praised once they meet targets in your department? 71
Figure 4:10 Does promotion affect job satisfaction? 73
Figure 4:11 Are you satisfied with the method of promotion used by the management? 74
Figure 4:12 Do you think training influence job satisfaction? 75
Figure 4:13 The extent to which remuneration influence job satisfaction. 78
Figure 4:14 The extent to which training influence job satisfaction 79
Figure 4:15 The extent to which working conditions influence job satisfaction 81
LIST OF TABLES

Table 3:1  Target population  53
Table 3:2  Sample design  54
Table 4:1  Age  60
Table 4:2  Length of service  62
Table 4:3  Are you satisfied with your job?  63
Table 4:4  Are you satisfied with your salary / remuneration?  65
Table 4:5  Do you think salary / remuneration influence job satisfaction?  67
Table 4:6  Are you satisfied with the office facilities and working space?  69
Table 4:7  Do you think lack of recognition influence job satisfaction?  72
Table 4:8  Are you satisfied with the selection method for training?  76
Table 4:9  The extent to which promotion influence job satisfaction.  77
Table 4:10  The extent to which recognition influence job satisfaction  80
Table 4:11  Summary  82
# List of Abbreviations

<table>
<thead>
<tr>
<th>Abbreviation</th>
<th>Full Form</th>
</tr>
</thead>
<tbody>
<tr>
<td>ASST</td>
<td>Assistant</td>
</tr>
<tr>
<td>C.</td>
<td>Counsel</td>
</tr>
<tr>
<td>C.E</td>
<td>City Engineers</td>
</tr>
<tr>
<td>C.ED</td>
<td>City Education</td>
</tr>
<tr>
<td>C.P</td>
<td>City Planning</td>
</tr>
<tr>
<td>C.T</td>
<td>City Treasurer</td>
</tr>
<tr>
<td>Dept.</td>
<td>Department</td>
</tr>
<tr>
<td>ENV.</td>
<td>Environment.</td>
</tr>
<tr>
<td>H.D.D</td>
<td>Housing Development Department</td>
</tr>
<tr>
<td>H.R.M</td>
<td>Human Resources Management</td>
</tr>
<tr>
<td>M.O.H</td>
<td>Medical Officer of Health</td>
</tr>
<tr>
<td>NOV</td>
<td>November</td>
</tr>
<tr>
<td>P</td>
<td>Page</td>
</tr>
<tr>
<td>PP</td>
<td>Pages</td>
</tr>
<tr>
<td>P.H.D</td>
<td>Public Health Department</td>
</tr>
<tr>
<td>SS $ H</td>
<td>Social Services and Housing</td>
</tr>
<tr>
<td>S.P.S.S</td>
<td>Statistical Package for the Social Sciences</td>
</tr>
</tbody>
</table>
Definition of terms

The definitions of terms used in the study are as follows:

**Autonomous work teams** – This requires a skilled team and for management to be prepared to let go.

**Burnout** – This is spiritual, physical, emotional and/or mental exhaustion usually resulting from one or more long-term, unsatisfying efforts.

**Coding** – This is a process of assigning numbers to subjects’ responses.

**Demographic factors** – This refers to factors relating to personal characteristics such as gender, age, social class, levels of education, occupation and family status.

**Dependent Variable** – This is sometimes called the criterion variable. It attempts to indicate the total influence arising from the effects of the independent variable. A dependent variable therefore varies as a function of the independent variable.

**Facet satisfaction** – This is people’s affective reactions to particular aspects of their jobs such as pay, supervision and opportunities for promotion.

**Flexibility** – This is where people work non-traditional hours.

**Independent variable** – This is a variable that a researcher manipulates in order to determine its effect or influence on another variable. It is called predictor variable because it predicts the amount of variation that occurs in another variable.

**Job** – Name given to a particular set of tasks allocated to a particular individual or position, for which the jobholder will be held accountable.

**Job dissatisfaction** – This refers to bad feelings that contribute to the employees being demoralized and may result to their quitting their jobs.
Job enlargement – This increases the number of tasks done by an individual.

Job enrichment – This broadens the responsibilities and increases autonomy for decision-making.

Job Rotation – This involves moving from one job to another to reduce boredom and increase skills.

Job satisfaction – This is a pleasurable or positive emotional state resulting from the appraisal of one’s job or job experience. It refers to a set of favourable feelings with which employees view their work.

Labour turnover – This is the movement or frequency with which employees join and leave organizations.

Leadership models – Here the vision of the leader is sufficient to give meaning and significance to everyone, making the jobholder to feel more worthwhile.

Motivation – This is a process that starts with a physiological or psychological deficiency or need that activates behaviour or a drive that is aimed at a goal or incentive.

Overall satisfaction – This is referred to as a person’s affective reactions to his total job.

Promotion – This is a change of assignment from a job at a lower level to another at a higher level and usually, higher pay within the organization.

Quality movement – This concentrates on the process of the work rather than the people but assumes people will be challenged by the need for constant improvement.
Recognition – It refers to acknowledging one’s efforts or contribution in his/ her job. This can be done through praise or giving one a bonus, is appropriate.

Remuneration – This refers to the whole package that is paid to employees. This includes ordinary, basic or minimum wage.

Training – This refers to a process of providing employees with specific knowledge and skills in order to enable them perform specific work tasks better than before.

Working conditions – These are conditions employees are subjected to in their work place. They refer to working hours, physical working environment, working space, tools and equipment.
CHAPTER ONE

1.0 INTRODUCTION TO THE STUDY

1.1 Background to the Study

As early as 1911, Thorndike explored the relationship between work and satisfaction in the journal of Applied Psychology (Bavendam Research Incorporated, 2005 P. 1). Until the 1950’s, it was thought that job satisfaction and dissatisfaction are two extremes of a continuum (Hertzberg, 1959). However, it is worth noting that the single most important finding in the field of job satisfaction is that job satisfaction is not the opposite of job dissatisfaction (Mwaura, 1993).

The experiences which were regarded as exceptionally satisfying were not the opposite of those which were exceptionally dissatisfying. For example, someone might say that a job is disliked because of poor working conditions, but very rarely would that person say that a job is liked because of good working conditions (Graham and Bennet, 1998).

However, the failure of personnel policies that were based on this notion led to further research, and the findings of people like Maslow (1943) and Hertzberg (1959) clearly showed that job satisfaction and job dissatisfaction are caused by quite different factors.
According to Nzuve (1997), a happy worker is normally more productive, has fewer incidences of absenteeism, turnover and tardiness than a dissatisfied worker. Increasing job satisfaction is important for its humanitarian value and for its financial benefits (due to its effect on employees’ behaviour).

1.1.1 City Council of Nairobi

Nairobi was granted a city status by Royal Charter on March 30th, 1950. The City Council business has since expanded needing more time for discussion and to direct its affairs in a fast developing city. Between 1983 and 1992, the City Council was run by various Commissions. In 1993, it reverted to the city council to date.

The City Council of Nairobi has the following departments; Inspectorate, Social services and Housing, Human Resources Management, Environment, City Treasurer, Town Clerk, City Engineers, City Education and City Planning and Housing Development, Legal, Procurement, Investigation, Audit and Public Health. These departments are shown in the functional organization chart in appendix 1.
The Public Health Department plays an important role of promotive, preventive, curative and rehabilitative health care services delivery. These comprise dispensaries, Health centres, Maternal and Child Health Clinics. In the dispensaries, only outpatient curative services are offered.

The City Council Public Health Department also has ambulance services section, School Health Section, Mortuary and Funeral section and Public Health Inspectorate section.

Indications of job dissatisfaction among employees in the City Council of Nairobi in general and in the Public Health department in particular have been observed in the press reports. The Media reported that 13,000 City Council of Nairobi workers protesting against delayed pay had threatened to march to State House to seek President Kibaki’s help. The workers that previous week went on strike, demanding their October, November and December salaries amounting to Kshs. 667 Million. The strike had disrupted health services, garbage collection and other council services. (Anon, 2005 P. 5). A strike is an indication that employees are not satisfied with their job. As at 21st October, 2005, the employees of the City Council of Nairobi had not been paid their September salaries.
1.2 Statement of the Problem

Job satisfaction has always been a very crucial issue among employees. As a result, this topic has attracted the attention of many researchers who have written a great deal on job satisfaction and variables associated with it such as remuneration, working conditions, recognition among others. In fact, by 1976, Over 3,300 studies on job satisfaction have been published mainly because job satisfaction forms a corner stone in the inquiry into the Psychology of motivation, preference and attitudes. (Locke, 1976 P. 1324)

A number of these studies found very high satisfaction levels among the workers, and the findings were queried on the basis that workers could not possibly be all that satisfied with their jobs. Over the past two years, as business budgets have tightened and remaining employees have been forced to take on larger workloads, employees have experienced significantly added stress without receiving compensatory rewards.

The increasing levels of job dissatisfaction among employees within the public sector needs to be addressed as high levels of absenteeism and staff turnover can affect the bottom line as recruitment and retraining take their toll. According to Nzuve (1987), a worker will be satisfied, only if there is a match between his internal needs, external demands and life stage in the work situation.
Clearly, it is difficult for the organization to create such a match. Satisfied employees tend to be more productive, creative and committed to their employers. The City Council of Nairobi has not been spared of the problem of job dissatisfaction.

Media reports indicate that employees of the City Council of Nairobi in general and those in the P.H.D. in particular have been dissatisfied with their job. In one of the “Daily Nation” News Papers, it was reported:

Nairobi City Council will pay its workers Kshs. 462 M in salary arrears by February 15th. Town Clerk John Gakuo has announced. The move aims to end persistent salary arrears for Council workers who have persistently resorted to strikes and work boycott.

(Anon 2005, P.6).

Another report says that, a nine-day protest by City Council of Nairobi workers was called off on 19th January, 2005 after officials were ordered to release Kshs. 497 Million salary arrears by February, 2005. The strike had halted services at Pumwani Maternity Hospital and other 14 city council health centres.

(Anon 2005 P. 5). The job satisfaction which is lacking may be attributed to remuneration, working conditions, recognition among other factors.
1.3 **Objectives of the Study**

1.3.1 **General Objective**

The general objective of the study is to confirm factors that influence job satisfaction among public health employees of the City Council of Nairobi.

1.3.2 **Specific Objectives**

The specific objectives of the study are to determine the extent to which:

1. Remuneration influence job satisfaction among public health employees of the City Council of Nairobi.
2. Working conditions influence job satisfaction among public health employees of the City Council of Nairobi.
3. Recognition influence job satisfaction among public health employees of the City Council of Nairobi.
4. Promotion influence job satisfaction among public health employees of the City Council of Nairobi.
5. Training influence job satisfaction among public health employees of the City Council of Nairobi.
1.4 Research Questions

The study seeks to address the following:

1. To what extent does remuneration influence job satisfaction?
2. To what degree do working conditions contribute to job satisfaction?
3. To what level does recognition influence job satisfaction?
4. To what extent does promotion determine job satisfaction?
5. To what level does training determine job satisfaction?

1.5 Significance of the Study

By studying factors influencing job satisfaction among public health employees of the City Council of Nairobi, it is hoped that the findings would be of help to:

(i) The Local Government, who can use the findings to come up with regulations to ensure that the concerned employees are satisfied with their jobs.
(ii) Top management, who can come up with strategies to improve the general welfare of employees.
(iii) Competitors, who may be other employers in public health or even in other sectors can use the findings to ensure that necessary measures are put in place to make their employees satisfied in their jobs.
(iv) Employees, who if the recommendations are taken seriously will be a contented workforce.
Stakeholders, who are the Government, the general public and the City Council of Nairobi in general, will feel contented if the necessary actions are taken to reduce levels of job dissatisfaction thus assurance of continued employment creation and a good public image.

1.6 Scope of the Study

The study is limited to employees of the City Council of Nairobi only. The employees are those in the Public Health Department only. The sample population was 87 employees randomly selected from a target population of 1736 employees. These employees are in the central administration and 54 dispensaries, health centres and clinics, all in Nairobi.
CHAPTER TWO

2.0 LITERATURE REVIEW

2.1 Introduction

A lot has been written on factors influencing job satisfaction among employees. Studies done indicate increasing trends toward job dissatisfaction. However, these trends can be reversed, and even employees with low morale can become motivated and enthusiastic again. But it takes work and creativity on the employer’s part.

It is affirmed that it is possible for employees to be happy on the job:

“Yes, it is possible for you to be happy on the job.

The key is how you handle two factors:

motivation and hygiene.” (Syptak, Marsland & Ulmer 1999, p.1)

According to Floyd (1998), employers should seek to ensure that employees are happy in their work and that they achieve job satisfaction. Satisfied employees tend to be more productive, creative and committed to their employers. Similarly, dissatisfied employees normally resort to high levels of absenteeism, lateness, turnover, and industrial actions.

Employees who are poorly motivated often score badly on at least one of these factors: an undemanding job, unpleasant working conditions and low pay, salary delays, which are all common causes of poor motivation.
A lack of motivation – either limited to one area or department or spread throughout the firm, causes employees’ dissatisfaction. This leads to higher labour turnover, increased incidents of absenteeism and/or sickness, poor timekeeping and more informal groups within the firm.

Luthans (1998) mentions the following as factors influencing job satisfaction; the work itself, pay, promotions, supervision, work group and working conditions. Harper (1987) reports that despite uncertainty concerning the strength and direction of the job satisfaction- performance relationship, many people would argue that job satisfaction is a desirable end in itself.

According to Moorhead and Griffin (1999), extensive research on job satisfaction shows that personal factors such as an individual’s needs and aspirations determine this attitude, along with group and organizational factors such as relationship with co-workers and supervisors and working conditions, work policies and compensation.
2.2 The Conceptual Framework

The conceptual framework conceptualizes the relationship between independent variables such as remuneration, working conditions, recognition, promotion and training and the dependent variable, job satisfaction. This relationship is shown diagrammatically as follows:

Figure 2.1 Independent and Dependent Variables

**Independent variables**

- Remuneration
- Working Conditions
- Recognition
- Promotion
- Training

**Dependent variable**

Influences

Job Satisfaction

Source: Author (2006)
2.3 Studies on Job Satisfaction: Main Review

2.3.1 Job Satisfaction

Job satisfaction is a very important component to employees in any organization. The result of this satisfaction is increased commitment to the organization which may or may not result in increased performance. People working in an organization soon develop a set of attitudes about the work, supervision, co-workers and pay among others. This set of attitudes is usually referred to as job satisfaction (Szilagyi and Wallace, 1980).

Like any other attitude, job satisfaction consists of cognitions (beliefs, knowledge or expectations) emotions (feelings, sentiments, likes or dislikes) and behavioural tendencies. Job satisfaction attitudes also vary in intensity and consistency, depending on the situation and can be affected by factors like an individual’s age, health, marital status and educational levels.

According to Rue and Byars (1993) as quoted in Mumo (2000), job satisfaction can also be said to be an individual’s mental set with regard to the job. This mental set may be positive or negative depending on the person’s perception with regard to the job.
Lawler (1973) distinguishes between overall satisfaction and facet satisfaction. Where job satisfaction leads to increased commitment normally, there will be a decrease in problems such as absenteeism, lateness, tardiness, labour turnover, burnout and stress, disputes and strikes.

Brain drain can be as a result of job dissatisfaction. Commenting on the salaries of University lecturers, a renowned scholar, Professor Mazrui, who is the Chancellor of Jomo Kenyatta University of Agriculture and Technology, termed the current salaries of University lecturers as unrealistic. He said lecturers would continue to look for jobs abroad if the work environment did not change. He says brain drain will continue relentlessly and it could get even worse. He said it was important to improve the environment and in the long run retain the skills of professionals. (Kisia 2005, P.17)

According to Vroom (1964), job satisfaction follows effective job performance rather than the other way round. Robbins (2001) says that employees' dissatisfaction can be expressed in a number of ways for example, rather than quit, employees can complain, be insubordinate, steal organizational property, or shirk a part of their work responsibilities. The following figure (figure 2:3) offers four responses that differ from one another along 2 dimensions: Constructiveness / destructiveness and activity / passivity.
They are defined as follows:

1. **Exit**: Behaviour directed toward leaving the organization, including looking for a new position as well as resigning.

2. **Voice**: Actively and constructively attempting to improve conditions, including suggesting improvements, discussing problems with superiors and some forms of union activity.

3. **Loyalty**: Passively but optimistically waiting for conditions to improve, including speaking up for the organization in the face of external criticism and trusting the organization and its management to “do the right thing.”

4. **Neglect**: Passively allowing conditions to worsen, including chronic absenteeism or lateness, reduced effort, and increased error rate.

**Figure 2:2 Responses to Job Dissatisfaction**

<table>
<thead>
<tr>
<th>Active</th>
<th>Destructive</th>
<th>Constructive</th>
</tr>
</thead>
<tbody>
<tr>
<td>Exit</td>
<td></td>
<td>Voice</td>
</tr>
<tr>
<td>Neglect</td>
<td></td>
<td>Loyalty</td>
</tr>
</tbody>
</table>

Waweru (1984) has discussed crude measures of labour satisfaction. The measures are; absenteeism, labour turnover, lateness, grievance situation and productivity.

Davis (1977) quoting Kahn says that, job satisfaction does seem to reduce absence, turnover and perhaps accident rates. One of the surest signs of deteriorating conditions in an organization is low job satisfaction.

In its sinister forms, it lurks behind wild cat strikes, slow downs, absenteeism and employee turnover. It may also be part of grievances, low productivity, disciplinary problems and other organization’s difficulties.

Weighing the negative effects of job dissatisfaction to an organization, it should be avoided at all costs and where it prevails, measures should be put in place to address it.

2:3:2 Maslow’s Hierarchy of needs and Job Satisfaction

Maslow’s hierarchical model of human needs can be used to identify the factors affecting job satisfaction. The model states that individuals experience a hierarchy of needs from lower level to higher level psychological needs. Maslow’s model can be used by individuals to develop a sense of satisfaction in their jobs if they utilize a bottom-up perspective on job satisfaction. Safety is an example of a lower level need; it helps explain the effects of job security and pay on job satisfaction.
Moving up the hierarchy, it can be observed that individuals also have social needs for affection, belonging, and acceptance.

These needs affect the way that individuals interact with their co-workers and management. The highest need in Maslow's hierarchical model is self-actualization. Self-actualization and self-esteem are related to the sense of inner reward that some individuals experience when doing their work. In addition, self-actualization is believed to be one of the principal factors motivating people toward self-employment. A study carried out by DeVaney and Chen (2003, P.1) gives some empirical evidence for the bottom-up theory. It suggests that job satisfaction is determined by finding a balance between work-role inputs and outputs.

Examples of work-role inputs include the worker's level of education, the number of hours worked, and the type of occupation for which the worker was trained. Examples of work-role outputs are the amount of total compensation received, the level of perceived job security, the opportunities for advancement, the extent to which the job and work are interesting, the amount of independence and self-direction in the work, the benefits of the work to people and society, and the quality of the relations workers have with their colleagues and management. The study found out that "having an interesting job" and "having good relations with management" explained the largest proportion of variance in job satisfaction. Maslow's hierarchy is shown in the diagram in the next page.
Figure: 2.3: Hierarchical Human Needs

Below is a figure showing Maslow’s Hierarchy of needs:

- **Self Actualization**
  (Fulfill one’s Potential)

- **Esteemed Needs**
  (Need to feel valued and respected by significant others)

- **Love and Belongingness Needs**
  (Sense of Attachment to other Persons)

- **Safety Needs**
  (Predictable and non-threatening environment)

- **Physiological Needs**
  (e.g. Food, drinks, warmth, shelter, sex etc)

*Source: Maslow (1943)*
Job Satisfaction and Performance:

The Porter - Lawler Model

In 1968 Porter and Lawler argued that if rewards are adequate, high levels of performance may lead to satisfaction. The Porter and Lawler Expectancy Model provide interesting insights into the relationship between satisfaction and performance. Their model predicts that satisfaction is determined by the perceived equality of intrinsic and extrinsic rewards for performance that is, rather than satisfaction causing performance, it is actually performance that eventually leads to satisfaction.

The model is illustrated diagrammatically as follows:

Figure 2:4 Porter- Lawler Model

Source: Figure from Porter, Lyman, W.Q Edward E. Lawler, Managerial attitudes & Performance. Copyright 1968.
Facet and Overall Satisfaction: Value Theory

Locke (1976) considered values to be the primary determinants of both facet satisfaction and overall satisfaction. He differentiated between needs and values — values are what persons consciously want or seek to attain, values have been acquired (learned) and needs are innate (in born).

Locke views job satisfaction as being caused primarily by the interaction of one's values and one's perceptions of the job and its context. This is a cognitive process. He says all values have two attitudes — content, which is what is wanted or valued — and intensity, which is how much order of importance would represent his value hierarchy.

Critical Review of Major Issues

Remuneration

Remuneration is crucial to employees' satisfaction in their job. In 1916, Fayol came up with fourteen Universal Principles of Management, one of which is remuneration. According to him, employees should be paid fairly in accordance with their contribution (Kreitner, 1983). In addition, Okumbe (1998) mentions the fourteen Principles of Management as advanced by Fayol. He says that remuneration should be fair for both employees and firm.

For many organizations, pay still remains one of the most effective tools that they can use to boost the morale of their workers (Mwaura, 1993).
Porter and Steers (1973) discuss pay as a prominent determinant of job satisfaction, especially, when the pay received is seen as equitable, that is, when it is viewed as fair compared to the level of effort and what other people receive. According to Graham and Bennet (1998), there are a number of ways in which a company can administer its salaries:

(a) *Ad hoc*, in which there is no attempt at any kind of job evaluation to assess a fair level of salary for a job. Increases in salary are given erratically, often at the demand of the employee rather than at the initiative of the company. In a small company, this method is workable, but in a large company, it can produce an illogical and unfair salary structure which will cause discontent and jealousy. For obvious reasons, salaries paid by this system are intended to be confidential.

(b) *Merit review*, usually found in medium and large companies in the private sector. After job evaluation, a salary range is attached to every staff job. Employees are appraised and given personal merit increases each year which will move their salaries at varying speeds through the range. In this way, individual effort and merit are rewarded. However, a large amount of administrative work might be needed to assess the merit increases of all employees in the organization, and if this task is delegated to heads of departments, substantial discrepancies in the amounts awarded to equally worthy individuals might emerge.
Also, if very many employees simultaneously receive high merit increases, the organization is presented with a large unexpected salary bill. It is customary for salaries under this system to be kept confidential, in most cases the employees do not know the maximum salary it is possible to earn in their jobs.

(c) *Incremental scale*, found above all in the public sector for example, the civil service, Local Government and nationalized firms, though its use appears to be increasing in the private sector. All staff jobs are evaluated and graded, the salary range appearing as, for example, £18,000 x £500 - £23,500 indicating that there is a standard increment of salary each year of £500.

Most schemes permit a manager to award double increments for exceptional merit or withhold an increment for unsatisfactory work or conduct, but as a rule the standard increment is given automatically. In this system long service and loyalty are encouraged by regular salary increases and merit by the speed of promotion to a higher grade. Sometimes grades overlap, creating the opportunity to reward long-serving workers whose ability levels make them unsuitable for promotion. It is customary for salaries in the incremental system to be non-confidential.

(d) *Rate for age*. This is an incremental scheme frequently applied to young workers, who receive pay rises of a predetermined amount on each of their birthdays up to a certain age (usually 21 years).
Thus, it assumes that the employee’s contribution to the firm increase according to his or her experience and maturity. Provision for merit increases may be incorporated into the system.

Control over the firm’s aggregate salary expenditures might be exercised through the following devices:

(a) Setting overall salary budgets for various sections, departments, functions or activities.

(b) Restricting the total amount available for salary increases to the amount generated by improvements in employee productivity.

(c) Careful forecasting and the statistical analysis or relationships (referred to as ‘maturity’ or ‘salary progression’ curves) between employees’ ages and salaries (hence enabling the firm to predict future salary costs as the average age of its workforce alters).

(d) Deliberate salary attrition. Here, the firm imposes a rule that resigning employees shall not be replaced until the expiry of a minimum period (six months, for example) during which colleagues are expected to cover the ex-worker’s duties. This creates additional resources for the payment of merit increases to remaining staff.

(e) Note, moreover, that new starters are normally appointed in the bottom part of a grade whereas leavers will often be at a higher end of the scale.
A common procedure for promoting trends in aggregate salary movements is the use of the 'compa-ratio' (short for comparative ratio). The mid-point of each salary given is taken as the target salary for that grade.

Then, the extent to which average salaries in a grade deviate from the mid-point is measured using the following formula:

\[
\frac{\text{Average of all salaries in the grade}}{\text{Mid-point of the salary range}} \times 100
\]

Thus, a compa-ratio of 100 would mean that the average salary within a grade is exactly equal to the mid-point. A high value indicates the presence of a large number of long-serving employees in a particular grade category. Low compa-ratio values could mean that the firm is paying salaries that are no longer competitive or that there are too many recently recruited (and thus inexperienced workers).

According to Herzberg’s studies, (1968), if employees feel that they are not compensated well, they will be unhappy. Employees normally compare their salaries and benefits to those of other employees in other offices, with similar qualifications. According to Bavendam Research, (Bavendam Research Incorporated, 2005 P. 2) fair rewards influence job satisfaction. Employees are more satisfied when they are rewarded fairly for the work they do. Their responsibilities, the effort they have put forth, the work they have done well and the demands of their jobs are put into consideration.
The reward policy should ensure that: rewards are for genuine contributions to the organization, there should be consistency in reward policies, if wages are competitive, employees should be made to know this and that rewards can include a variety of benefits and perks other than money. As an added benefit, employees who are rewarded fairly, experience less stress.

Commenting on job satisfaction among administration and support staff in higher education it was reported that most staff derived greater job satisfaction from the contribution they were making to the “greater good” than they would from a job offering only monetary rewards. One explained:

Doing the job I’m doing… it’s almost a moral work, you know… I could go selling… Pantene Pro V (Shampoo) earning another couple of grand.

But for the rest of my life I couldn’t justify (it). (Whyley and Callender 1996, p. 2)

Some of the younger members of this group also perceived themselves to be relatively well paid for the work that they did. One said:

I came in fairly recently to the university. I came in at the bottom of the Admin. grades… and I think I’m being paid quite a reasonable amount of money… I’m working hard, I’m working an extra couple of hours at night… take work home. But I think I’m being paid a reasonable sum to do that. (Ibid 1996, p.4)
Another young, new professional agreed:

> When I started I was talking to my friends who had gone into the private sector, who graduated the same time as me, and you tell them we get an increment each year and so on, and they fall over! They don't get any of those, so really a new administrator, it’s pretty good. (Ibid 1996, p.4)

The basis for staff dissatisfaction, however, was not simply low pay. Most of them had knowingly entered a relatively low-paid sector. Their dissatisfaction stemmed from their belief that their pay levels did not recognize the increasingly central role played by administrative and support staff within higher education.

Nor had their pay scales kept up with the growing level of responsibility that administrative and support staffs were taking on. They were also acutely aware of inequities in the pay scales for different types of staff.

One senior administrator commented:

> Before we amalgamated… in each department an academic would have to look after finances, and another would have to look after the research. I now look after all the research and all the finances and I still earn a fraction of any lecturer. The person who was doing the job, of a sort… with just one of the departments, when I had the job, they dropped the salary from what she had begun earning. And yet she’d only been looking after one department and I had four. (Ibid 1996, p.6)
Jacques (1961) discovered that questions of equitable payment in relation to an individual or autonomy available to an individual in the job are a key factor in achieving a sense of fairness at work. In a subsequent handbook for managers (1964), he commented that individuals privately possess common standards as to what constitute fair payment for given levels of work. These norms of fair payment are relative that is, they indicate what differentials in payment are felt to be fair in relation to differentials in levels of work.

According to the Equity Theory, people make comparisons between themselves and others in terms of what they invest in their work (inputs) and what outcomes they receive from it (outputs). The theory states that, when people perceive an unequal situation, they experience “equity tension”, which they attempt to reduce by appropriate behaviour.

Robbins (1993), in a review of research suggests that when people perceive an inequitable situation for themselves, they can be predicted to make one of the six choices:

1. Change their inputs (for example, not exerting as much effort).
2. Change their outcomes (for example, individuals paid on a piece rate basis increase their pay by producing a higher quantity of units even if of a lower quality).
3. Distorts their perceptions of self (for example, “I used to think I worked at a moderate pace but now I realize I work a lot harder than everyone else.”)

4. Distort perceptions of others (for example, “X’s job isn’t as desirable as I first thought”).

5. Choose a different reference point (for example, “I may not be doing as well as my brother, but I’m doing better than our father did at my age.”)

6. “Leave the field” (that is, quit their job!)

The Discrepancy Theory proposes that people’s attitudes towards their jobs are a function of the difference between the amount of rewards they receive and the amount which they expect. So if people get the outcomes they expect, they will be satisfied, whereas if they get less than what they expected they will be less satisfied.

There are two ways of looking at discrepancy (Gilmer and Deci, 1997). One is to take that people’s satisfaction will depend on the difference between the outcomes they want from their jobs and the outcomes, which they think they are getting. This difference is in the people’s perceptions. The second school of thought asserts that it is not just the discrepancy between outcomes and expectations, which determine satisfaction, but rather it is the discrepancy in relation to the level of expectation.
This means that a 4-unit discrepancy when one expects 10 units of outcomes will make the person much more dissatisfied than a 4 unit discrepancy when the expectation is for 100 units. These approaches assume that total job satisfaction is a summation of satisfaction with individual job elements. Total satisfaction is found by adding satisfaction with pay to satisfaction with supervision, to satisfaction with working conditions and so on.

Employees may either be satisfied or dissatisfied with their job depending on how this variable is handled by their employers. If employees are properly compensated, their morale will be high hence increased job satisfaction. Poor employee compensation leads to low morale which is a clear indication of increasing job dissatisfaction.

2:4:2 Working Conditions

Working conditions play a very pertinent role in influencing job satisfaction. Steers (1984) asserts that general working conditions have been found to be of cardinal importance in determining employee job satisfaction. Employees would feel satisfied in their job if they are working in a clear and orderly work place, with adequate tools and equipment, acceptable levels of environmental quality, temperatures, humidity and noise.
The environment in which people work has a tremendous effect on their level of pride for themselves and for the work they are doing. Poor equipment and facilities and overcrowding, leads to tension among employees.

According to Herzberg’s studies (1968), if working conditions are not conducive, hardworking employees who can find jobs elsewhere leave, while mediocre employees would stay and compromise practices success.

Sinha (2005 P.4) discuss the Hawthorne Effect where he shows the relationship between employees’ working conditions, social conditions and productivity.

The Hawthorne Effect was named after what was undoubtedly the most famous experiment in industrial history. It marked a sea change in thinking about work and productivity. Hawthorne set the individual in a social context.

The experiment established conclusively that the performance of workers is influenced by their surroundings and by the people that they are working with.

The original purpose of the experiment was to study the effects of physical conditions on productivity. Two groups of workers in the factory were used as guinea pigs. One day the lighting in work area for one group was improved dramatically while the other group’s lighting remained unchanged. The researchers were surprised to find that in the more highly illuminated work area, workers productivity improved dramatically when compared with the control group.
The employees' working conditions were changed in other ways too (working hours, rest breaks and so on) and in all cases their productivity improved when the lights were dimmed again.

By the time that everything had been returned to the way it was before the changes, productivity at the factory was at its highest level ever. Absenteeism had plummeted. The experiments concluded that it was not the changes in physical conditions that were affecting the workers' productivity. Rather, it was the social conditions, the fact that someone was actually concerned about their workplace and the opportunities that this gave them to discuss changes in their environment before they took place.

A report on job satisfaction among administrative and support staff in higher education found that the pressures of working within ever tightening resource constraints was an important element of job dissatisfaction for all staff. They found coping with a constant lack of resources both difficult and draining. They were especially concerned about reductions in the quality of the service they were providing. One said; “Its becoming a burden now because I feel I can’t provide the same service that I did ten years ago”. (Whitley and Callender 1996, p. 7). This in particular, eroded the satisfaction they derived from their work. Staff also found that the effort of trying to maintain service quality within ever tightening resource constraints demoralized them and had resulted in a general feeling of apathy.
Two technical support staff raised this issue, saying;

T1 “It’s a general feeling that no matter how hard you work, it doesn’t make any difference”.

T2 “Just take the easy approach, just do what you’ve got to do. Get it out of the way. There’s no point working your socks off”. (Ibid 1996, p.7)

Others, particularly the longer-servers found working within severe resource constraints profoundly disliking.

A systems manager remarked;

I ‘m certainly doing very little of what I perceive my job ought to be, or used to be about. In other words, not taking any strategic or management role. I’m acting as a jack of all trades, master of none. (Ibid 1996, p.7)

Resource constraints were particularly frustrating for computing and technical support staff. A relatively high level of investment was essential to their jobs and their job satisfaction. A technician said;

In my experience, in every job that I’ve done, its lack of resources that caused me to leave that job. Not lack of money, not lack of salary (but) lack of resources for the job that you’re asked to do. (Ibid 1996, pp.7 - 8)

According to Graham and Bennet (1998), illumination, noise and heating and ventilation are important variables for the working environment.
Research has established minimum standards of illumination necessary for many industrial tasks. Some of the most important rules are: -

(a) Task lighting should be focused on the task itself; focusing on an area adjacent to the task will cause fatigue and loss of attention.

(b) Too much contrast between the lighting of the task and the lighting of the environment causes eye fatigue, and may lead to accidents because the worker may find difficulty in adjusting his or her vision when moving from a bright to a relatively dark area.

(c) Dirty windows, walls or light sources reduce the illumination available. They should be cleaned and maintained regularly.

There are four unfortunate effects of excessive noise in industry. These are deafness, efficiency, annoyance and interference with communication.

In the field of heating and ventilation, three factors are important; temperature, humidity and air movement. All three can affect performance and comfort at work. Deficiencies in some of the previously mentioned environmental factors can combine to create what has come to be known as the “Sick building syndrome”. The term is commonly applied to certain types of recently constructed office premises that have air conditioning, sealed heating systems, sound-proofed rooms, and uniform layout of sections, which in unison tend to cause depression, and other minor illnesses among the people who work in them.

Conducive working conditions play a significant role in increasing employees’ job satisfaction.
2:4:3 Recognition

According to Hertzberg (1968), individuals at all levels of organization want to be recognized for their achievements on the job. Their successes do not have to be monumental before they deserve recognition. Employees can be recognized through praise, making them publicly or giving them a bonus, if appropriate.

A report of the Administrative and support staff in higher education say that dissatisfaction of staff around lack of recognition was not simply related to an inability to make progress in their careers. Most of the anger and frustration staff expressed focused on their perception that their lack of opportunities result from a general low regard for administrative and support functions within higher education. The staff believed that their contribution was still neither recognized nor valued. A member of computing support commented;

"The biggest obstacle is their attitude towards individuals’ skills and talents...They don’t value it, it doesn’t matter how well you work. It matters not". (Whitley and Callender 1996, p.5)

Administrative and support staff who worked closely with academics were particularly likely to feel under valued. They found that academics either dismissed their views or did not consult them at all.
Staff attributed the undervaluing of administrative and support staff at least in part, to the fact that their work went largely unnoticed. For many of them, the most important indicator of success was that systems ran smoothly and efficiently without giving other people cause for complaint. In this sense, they were only visible when systems broke down or went wrong. One said;

If you’re doing wrong it’s clearly shown. ‘This is wrong’. But if you do something right it’s never told you’ve done right. So you always are in the Repeat state of (thinking) “This might be wrong. (Ibid 1996, pp 5-8)

A computer officer explained;

... with the advent of the new technologies and advances of Information Technology ... more has been able to go wrong and when they go wrong, they go wrong in a slightly more spectacular manner and academics always pick up on this... even when no member of the university is at fault, we are the first people in to the nest, because .. we should know about these things. (Ibid 1996, p.6)

This lack of recognition and reward for good performance was common to all staff and contributed considerably to negative feelings about their job. One said:

It would be nice if its recognized elsewhere, from the management and staff.. saying “Yes” you have done a good job. You are achieving. You are somebody who we are lucky to have. (Ibid 1996, p.6)

Another expressed a similar sentiment, saying, “You do need those pats on the back. You do need those”.  

34
Promotion

Promotion provides an employee with an increase in pay and improved status. If promotion is done from within, it can likely bring about job satisfaction.

A new comer, no matter how experienced or educated, is always a threat to those already serving in the organization.

Promotion from within places high value on the importance of the organization over their employees and if properly done will strengthen employee morale.

Frequently, the job has higher status and carries improved fringe benefits and more privileges. Its purpose is to improve both utilization and motivation of employees. There are two main ways in which a company may promote its employees:

(a) By Management decision, in which an employee is selected for promotion on the basis of information already known to the management. This method is quick and inexpensive and obviously suitable for a small company or for jobs for which the field of possible candidates is small and well known.

In large companies, it may cause discontent because the decision is arrived at in secret, possible candidates not having the opportunity to state their qualification for the post. In all cases, this method depends for its success on complete and up-to-date employees’ records which can be used to identify all possible candidates for any job.
(b) By internal advertisement: employees are told by notices or circulars that a post is vacant and they are then invited to apply. Some or all of the candidates are interviewed and one finally selected. It is a comparatively expensive and time-consuming method, but is particularly suitable to a large organization in which management cannot be expected to have personal knowledge of possible candidates. It does not rely on accurate employee records, and, being open rather than secret, appears fairer to the candidates than the management decision method. In the public sector, promotions are made almost entirely through internal advertisements.

Normally, employees derive satisfaction from a company policy of promotion from within, but badly handled promotions can cause dissatisfaction. The promotion policy should address the following: the criteria for promotion must be fair-usually a combination of ability, relevant experience and length of service, the method used must be fair, selection for promotion must be based on appraisals by present and past managers, the wage or salary offered to the promoted employee must be what the job deserves rather than what the management thinks he or she will accept, unsuccessful candidates must be sympathetically treated and there must be no discrimination. Education, ability, qualification, exposure and seniority should be matched with the job requirements to ensure fairness in promotion because promotion must be part of a definite plan. According to Appleby (1994), opportunities for promotion may influence the degree of satisfaction a worker will have in his job.
It educational attainments are going to be essential for promotion, opportunities for study may be essential to retain good worker relations.

2:4:5  Training

Training may be on-the-job or off-the-job. In most cases, promotions are determined by training. According to Cole (1996), training usually implies preparation for an occupation or for specific skills; it is more narrow in conception than either education or development; it is job oriented rather than personal.

According to Graham and Bennet (1998), under favourable circumstances, training has the important dual function of utilisation and motivation. By improving employees’ ability to perform the tasks required by the company, training allows better use to be made of human resources; by giving employees a feeling of mastery over their work and of recognition by management their job satisfaction is increased.

According to Okumbe (1998), employees tend to prefer work, which is mentally challenging and offer a variety of tasks, freedom and feedback on how well they are doing. They prefer jobs, which give them opportunities to use their skills and abilities.

People with higher level occupations tend to be more satisfied with their jobs.
People in higher level occupations are better paid and have better working conditions and their jobs make fuller use of their abilities and these in turn make them more satisfied. Therefore, employers should consider providing training opportunities to their employees to make them eligible to rise to higher levels occupations where there is job satisfaction.

Training therefore brings greater job satisfaction showing itself in lower labour turnover and less absence.

2:5 Other Factors Influencing Job Satisfaction

2:5:1 Demographic Factors

Personal characteristics such as age, gender, educational levels and family status influence job satisfaction. In view of this, employees should have this in mind as they relate to their employees. Commenting on gender and job satisfaction in the teaching profession, Immonje (1991) asserts that women teachers tend to be more satisfied than their male counterparts. As far as age is concerned, Ingolo (1991) say that age influences job satisfaction. The aspects of age in relation to satisfaction varies with the various facets. For example, with increase in age, there is satisfaction with opportunities to work, supervision, recognition and opportunity to use own approach, Ingolo (1991).
An older worker is more satisfied because he has better adjustment to the work situation, fewer expectations (especially for any further promotion and more experience). This is according to Mwaura (1993). Lawler and Porter (1963) asserted that there was no significant relationship between age and job satisfaction.

While discussing factors in relation to job satisfaction, Porter and Steers (1973) are of the view that age and job tenure influence job satisfaction since the older one gets, the more senior he/she is likely to be in his/her work place. This makes the job to be more challenging with increased responsibilities and higher position which are in turn rewarded by employees thus making employees to be satisfied with their job.

Studies have shown that age, gender, race and education have important effects on job satisfaction. Older workers, for example, are more likely to be satisfied than younger workers, and non-Hispanic white workers are more likely to be satisfied than minority workers. However, the effects of gender on job satisfaction vary with the level at which an individual works.

As reported by DeVaney and Chen (2003 P.1), other studies found that professional women such as clinical psychologists, social workers, and medical workers experienced lower levels of job satisfaction than their male counterparts. Among non-professionals, on the other hand, the reverse was true.
Further, DeVaney and Chen (2003, p.1) say that these differing results for job satisfaction among men and women depending on their occupational level are supported in other studies which examined job satisfaction among alumni 5 years after they had graduated from college. It was found that at higher occupational levels men expressed more satisfaction than women in terms of pay and opportunities for advancement.

Finally, they reported that female lawyers had significantly lower job satisfaction than male lawyers, and that the reason for the difference was that women feel they have fewer opportunities for promotion than men.

According to Garrison (1981), research indicates that married employees have fewer absences, undergo less turnover, and are more satisfied with their jobs.

Robbins (1989) says that, marriage imposes increased responsibilities that may make a steady job more valuable and important. Potter and Steers (1973) asserts that, the older one gets, the less likely he or she is to quit the job.

In addition, Kalleberg and Loscocco (1983) say that there is overwhelming evidence indicating a positive association between age and satisfaction, at least up to age sixty.
Commenting on the demographic time bomb, Graham and Bennet (1998) asserts that older employees have lower than average absenteeism, lateness and labour turnover, and that it has been demonstrated that older employees tend to be more satisfied with their jobs (possibly because their expectations are lower and because they are better adjusted to work routines than younger workers).

2:5:2    **Herzberg’s Factors**

The American Psychologist Fredrick Herzberg concentrated on satisfaction at work. Herzberg’s studies (1959) divide the factors of the work environment into two classes: motivators or satisfiers on the one hand, and hygiene factors or maintenance factors on the other.

Herzberg conducted a motivational study on 200 accountants and engineers employed by firms in and around Pittsburgh, Pennsylvania. Each employee was asked about events at work that had resulted in a marked improvement in their job satisfaction and a marked reduction in job satisfaction.

These studies were later (1968) extended to include various groups in manual and clerical groups, where the results were claimed to be quite similar. The researchers discovered from the interviews that five factors seemed to contribute consistently to respondents’ experience of job satisfaction.
These were; work itself, achievement, recognition, responsibility and advancement. Perhaps most important to employee motivation is helping individuals believe that the work they are doing is important and that their tasks are meaningful. One premise inherent in Herzberg’s theory is that most individuals sincerely want to do a good job. This calls for placing them in positions that use their talents, setting clear, achievable goals and standards for each position and making employees know what those goals and standards are. Individuals should also receive regular, timely feedback on how they are doing and should feel they are being adequately challenged in their jobs.

Employees will be more motivated to do their jobs well if they have ownership of their work. This requires giving employees enough freedom and power to carry out their tasks so that they feel they own the results.

Advancement in the sense of giving employees a new title that reflects the level of work he/she has achievement or allowing him or her to pursue further education, makes him/her more valuable and more fulfilled professionally.

By comparison, the factors that caused the greatest dissatisfaction were:

Company and administrative policies, supervision and interpersonal relations.
An organization's policies can be a great source of frustration for employees if the policies are unclear or unnecessary or if not every one is required to follow them. Policies not contained in a manual, without staff input and not being compared to those of similar practices, and those which are unreasonably strict or have penalties which are too harsh contribute to job dissatisfaction.

A lot of care should be exercised when appointing someone to the role of supervisor since good employees do not always need supervisors. A supervisor lacking leadership skills and the ability to treat all employees fairly and one who is not taught to use positive feedback, whenever possible and who does not establish a set method of employee evaluation and feedback so that no one feels singled out-contributes to job dissatisfaction. If employees are not given a reasonable amount of time for socialization, this makes them not to develop a sense of teamwork. Rudeness, inappropriate behaviour and offensive behaviour will be manifested.

Maniero and Tromley (1999) experimented on a composite of the factors that are involved in causing job satisfaction and job dissatisfaction, drawn from samples of 1,685 employees. The results indicate that motivators were the primary cause of satisfaction, and hygiene factors the primary cause of unhappiness on the job.
The employees, studied in 12 different investigations, included lower-level supervisors, professional women, agricultural administrators, men about to retire from management positions, hospital maintenance personnel, manufacturing supervisors, nurses, food handlers, military officers, engineers, scientists, housekeepers, teachers, technicians, female assemblers, accountants, Finnish foremen and Hungarian engineers.

They were asked what job events had occurred in their work that had led to extreme satisfaction or extreme dissatisfaction on their part.

To illustrate, a typical response involving achievement that had a negative effect for the employees was, "I was unhappy because I didn't do the job successfully."

A typical response in the small number of positive job events in the Company Policy and administration grouping was, "I was happy because the company reorganized the section so that I didn't report any longer to the guy I didn't get along with." The study showed that, of all the factors contributing to job satisfaction, 81% were motivators. And of all the factors contributing to the employees' dissatisfaction over their work, 69% involved hygiene elements.
Practising managers have found the results very useful in helping them to distinguish between maintenance practices (Hygiene factors), such as wage and salary administration and improvement of supervision, and motivational practices, such as recognizing achievement and providing intrinsic job interest.

One of the practical consequences of Herzberg’s theory has been the development of programmes to build motivators into jobs through job enrichment programmes. However, Herzberg’s ideas were less well received by fellow social scientists, mainly on grounds of doubt about their applicability to non-professional groups and his use of the concept of job satisfaction which they argued is not the same as “motivation.”

2:5:3 **Bavendam Research Factors**

As part of a larger project whose goal was to create an employee-driven, survey improvement process (our MFI ® process), Bavendam Research identified six factors that influenced job satisfaction.

When these factors were high, job satisfaction was high when the six factors were low, job satisfaction was low. These factors are opportunity, stress, leadership, work standards, adequate authority and fair rewards.

(Bavendam Research Incorporated, 2005 PP. 1-3)

Employees are more satisfied when they have challenging opportunities at work. This includes chances to participate in interesting projects, jobs with a satisfying degree of challenge and opportunities for increased responsibility.
This is not simply promotional opportunity. People have found challenge through projects, team leadership, special assignments as well as promotions.

Here, job satisfaction can be achieved by promoting from within when possible, rewarding promising employees with roles on interesting projects, and dividing jobs into levels of increasing leadership and responsibility.

When negative stress is continuously high, job satisfaction is low. Jobs are more stressful if they interfere with personal lives of employees or are a continuing source of worry or concern.

Important considerations here will be promoting a balance of work and personal lives, making sure that senior managers model this behaviour, distributing work evenly within work teams, reviewing work procedures to remove unnecessary bureaucracy, managing the number of interruptions employees have to endure while trying to do their jobs and utilizing exercise or “fun” breaks at work.

Employees are more satisfied when their managers are good leaders. This includes motivating employees to do a good job, striving for excellence or just taking action. It is good to ensure that managers are well trained. Leadership combines attitudes and behaviour. People respond to managers that they can trust and who inspire them to achieve meaningful goals.
Employees are more satisfied when their entire workgroup takes pride in the quality of its work. Actions here will be, encouraging communication between employees and customers since quality gains importance when employees see its impact on customers, developing meaningful measures of quality and celebrating achievements in quality.

Employees are more satisfied when they have adequate freedom and authority to do their jobs. When reasonable, it is advisable to let employees make decisions, allow employees to have input on decisions that will affect them and establish work goals but let employees determine how they will achieve those goals. Later reviews may identify innovative “best practices.” Further, one should ask “If there were just one or two decisions that you could make, which ones would make the biggest difference in your job?”

### 2.6 Improving Job Satisfaction.

Robbins (2001) explains four factors contributing to high levels of job satisfaction. These are; mentally challenging work, adequate rewards, supportive working conditions and supportive colleagues. People prefer jobs that give them opportunities to use their skills and abilities and offer a variety of tasks, freedom and feedback on how well they are doing.
Their characteristics make work challenging. Employees want pay system and promotion policies that they perceive as being just, unambiguous and in line with their expectations. When pay is seen as fair based on job demands, individual skill level, and community pay standards, satisfaction is likely to result.

Similarly, employees seek fair promotion policies and practices. Promotions provide opportunities for personal growth, more responsibilities and increased social status. Individuals, who perceive that promotion decisions are made in a fair and just manner, therefore are likely to experience satisfaction from their jobs.

Employees are conceived with their work environment for both personal comfort and facilitating doing a good job. Employees prefer physical surroundings that are not dangerous or uncomfortable. Additionally, most employees prefer working close to home, in clean and relatively modern facilities and with adequate tools and equipment.

Work fills the need for social interaction. Therefore, having friendly and supportive co-workers leads to increased job satisfaction. Employee satisfaction is increased when the immediate supervisor is understanding and friendly, offers praise for good performance, listens to employees' opinions, and shows a personal interest in them.

According to Weightman (1999), several different ways of improving job satisfaction through redesign have been tried. The major ways of redesigning or
designing jobs are; job rotation, job enlargement, job enrichment, autonomous work teams, leadership models, quality movement and flexibility.


The following practical techniques can be useful devices for boosting the level of job satisfaction among employees:-

(a) Ensuring that employees feel they are valued.

(b) Senior management setting a good example.

(c) Two-way communication.

(d) Respecting, trusting and empowering employees. This can be done through treating people as responsible human beings rather than as resources to be exploited.

(e) Creating an organizational culture wherein effort is seen to result in fair rewards.

(f) Providing leadership training to managers and supervisors.

(g) Making the work that employees complete as interesting as possible.

(h) Setting challenging goals (through allocating to employees the resources necessary for the attainment of objectives).

(i) Providing rapid feedback on employees’ performance.

(j) Enabling employees to exercise their full range of abilities.
(k) Telling people what exactly they need to do in order to achieve their career aspirations.

(l) Making employees feel good about themselves.

(m) Ensuring that managers listen to employees' opinions.

(n) Organizing work so that employees see the end results of their activities.

(o) Whenever possible, giving employees security of employment.

(p) Establishing fair employee complaint procedures.

(q) Giving workers opportunities to acquire new skills and offering promotion to suitably qualified people.

Ouchi (1981) commenting on theory Z-The Japanese Approach, talks of a new philosophy of managing people based on a combination of the following features of Japanese Management. These are lifelong employment prospects, shared forms of decision making and relationships between boss and subordinates based on mutual respect. The Japanese Policy was directed at maximizing the contributions of each employee through exhortation, training, job rotation, use of quality circles and individual counseling.
2.7 Summary and Gaps to be filled by the Study

Job satisfaction describes how content an individual is with his or her job. There are variety of factors that can influence a person’s level of job satisfaction. Some of these factors are; remuneration, working conditions, recognition, promotion and training, . Job design aims to enhance job satisfaction and performance. Methods used include: job rotation, job enlargement and job enrichment.

Most studies on job satisfaction have been done in the teaching fraternity. There is little research done within the City Council of Nairobi.

This study will go a step further to address the level of job satisfaction of employees outside the teaching fraternity that is, Public Health Department of the City Council of Nairobi.
CHAPTER THREE

3.0 RESEARCH METHODOLOGY

3.1 Introduction

In this chapter, a detailed account of the research methodology used in the research study is described. The topics discussed are research design, target population, sample design, data collection instruments, and methods of data analysis and limitations of the study.

3.2 Research Design

The study adopted a descriptive research design.

According to Kothari (2004), descriptive research studies are those studies which are concerned with describing the characteristics of a particular individual, or a group. Studies concerned with specific predictions, with narration of facts and characteristics concerning individual groups or situation are all examples of descriptive research studies.

In addition, Gay (1981) defines descriptive research as a process of collecting data in order to test hypotheses, or to answer questions concerning the current status of the subjects in the study. Its purpose is to determine and report the way things are. This type of research attempts to describe such things as possible behaviour, attitudes, values and character.
The descriptive research design was preferred because it enables the researcher to collect data from respondents by use of questionnaires. It will be used to confirm factors influencing job satisfaction among public health employees of the City Council of Nairobi.

### 3.3 Target Population

The population of interest was public health employees of the City Council of Nairobi. There were 1736 staff in the department as at 31\textsuperscript{st} December 2005.

The main focus however was 50% of the top and middle level officers in the central administration, Pumwani Maternity Hospital and 54 dispensaries, health centres and clinics.

This is as summarized in the following table:

**TABLE 3:1**

<table>
<thead>
<tr>
<th>CATEGORY</th>
<th>POPULATION</th>
<th>PERCENTAGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Central administration</td>
<td>60</td>
<td>3.46</td>
</tr>
<tr>
<td>Pumwani Maternity Hospital staff</td>
<td>436</td>
<td>25.121</td>
</tr>
<tr>
<td>Dispensaries / Health centres/Clinics staff</td>
<td>1240</td>
<td>71.431</td>
</tr>
<tr>
<td>Total</td>
<td>1736</td>
<td>100</td>
</tr>
</tbody>
</table>

**Source:** City Council of Nairobi (2006)
### TABLE 3: 2

<table>
<thead>
<tr>
<th>CATEGORY</th>
<th>POPULATION</th>
<th>RATIO</th>
<th>SAMPLE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Central administration</td>
<td>30</td>
<td>0.1</td>
<td>3</td>
</tr>
<tr>
<td>Pumwani Maternity Hospital staff</td>
<td>218</td>
<td>0.1</td>
<td>22</td>
</tr>
<tr>
<td>Dispensaries/Health centres/Clinics staff</td>
<td>620</td>
<td>0.1</td>
<td>62</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>868</strong></td>
<td></td>
<td><strong>87</strong></td>
</tr>
</tbody>
</table>

**Source: City Council of Nairobi (2006)**

The sample population of ten percent was preferred because for descriptive studies, according to Mugenda and Mugenda (2003), ten percent of the accessible population is enough. Stratified random sampling was used in selecting public health employees of the City Council of Nairobi. This selection technique is used if a population from which a sample is to be drawn does not constitute a homogeneous group. Kothari (2004) says that under stratified sampling, the population is divided into several sub-population that are individually more homogeneous than the total population, then items are selected from each stratum to constitute a sample.
Since each stratum is more homogeneous than the total population, it is possible to get more precise estimates for each stratum and by estimating more accurately each of the component parts, a better estimate of the whole is got. Stratified sampling results in more reliable and detailed information.

The goal of using stratified random sampling is to achieve desired representation from various sub-groups in the population. In this design, subjects are selected in such a way that the existing sub-groups in the population are more or less reproduced in the same sample. This means that the sample will consist of two or more sub-groups. Also, the population is divided into two or more groups using a given criterion and then a given number of cases are randomly selected from each population sub-group (Mugenda and Mugenda, 2003)

3.5 Data Collection Procedures / Instruments.

A questionnaire was developed to obtain important information from the sample population. The questionnaire items were developed to address specific objectives and research questions of the study.

The questionnaire had tasks which were intended to give the respondent the freedom and greater depth of response and an insight into their feelings, attitudes and express what they considered to be vital. The questionnaire had both multiple choice and open ended questions.
After preparing the questionnaire, it was tried out in the field to test its validity. The aim of pre-testing questionnaires was to assist the researcher to detect deficiencies in the questionnaires. A few deficiencies were detected and corrected. Some of the multiple choice questions used the Likert item which according to FitzGerald (2001 p.1) is a familiar method for assessing attitudes. A Likert item consists of two parts; a stem, which is simply a statement of an attitude, and a scale on which people express their agreement with that statement.

A five-point scale of agreement is probably most common and the researcher adopted such in his questionnaire. This scale requires respondents to score each statement on how closely it resembles their current situation, attitudes and feelings. The researcher made use of one research assistant.

### 3.6 Data Analysis

Data was collected, coded and analyzed. Statistical Package for Social Sciences and MS Excel computer packages were used to analyze the coded data. The analyzed data has been presented using tables, percentages, bar charts, pie charts, measures of central tendencies and dispersion.
3.7 Limitations of the Study

A limitation for the purpose of this research was regarded as a factor that was present, and contributed to the researcher getting either inadequate information or responses or if otherwise the response given would have been totally different from what the researcher received. The following were cited as the main limitations in this research.

First of all, respondents had to continually be reminded and at times soft spoken in order to respond. Some of them did not see the use or the benefit of such an exercise. They therefore took a lot of time to accept, fill and surrender the questionnaires.

Secondly, some of the respondents could not understand some questions and thus the researcher had to take a lot of time to explain to them what the questions demanded. In spite of this, some respondents did not fill some sections of the questionnaire.

The researcher was also unable to get responses from Pumwani maternity hospital due to some administrative complications in that institution. Time and financial constraints could not allow the researcher to have any breakthrough if any, with the management board of Pumwani Maternity Hospital.
CHAPTER FOUR

4.0 DATA ANALYSIS AND PRESENTATION

4.1 Introduction

This chapter deals with data analysis and interpretation of responses of 65 respondents who filled and surrendered their questionnaires. The initial study was designed for 87 respondents. The response rate constitutes 75%. However, in the category of Pumwani Maternity Hospital, responses could not be got. For the other categories namely, central administration, dispensaries, health centres and clinics staff, a 100% response rate was got.

The SPSS and Ms Excel packages were used to capture the data and conduct analysis to produce the following descriptive statistics presented in this chapter. The responses have been analyzed in form of frequency tables, bar graphs, pie charts and measures of central tendencies and dispersion. Both quantitative and qualitative analyses have been used to present the analyzed data. The presentation of the findings follows the sequence of the questionnaire.

4.2 Demographic Factors

In the introduction section of the questionnaire, questions concerning gender, marital status, age, academic and professional qualification and length of service were asked. The responses were as follows:
Figure 4:1 Gender

![Bar graph showing gender distribution.]

Source: Author (2006)

Most of the respondents, 35 of them, were male as shown by 53.8% while females were 30 shown by 46.2%.

Figure 4:2 Marital Status

![Pie chart showing marital status distribution.]

Source: Author (2006)

On marital status, 55 of them, constituting 84.6% of the respondents were married while only a small number, 10 of them, representing 15.4% were single.
The figure below shows the age of the respondents.

**Table 4:1 Age**

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Between 21-30</td>
<td>6</td>
<td>9.2</td>
</tr>
<tr>
<td>Between 31-40</td>
<td>37</td>
<td>56.9</td>
</tr>
<tr>
<td>Between 41-50</td>
<td>21</td>
<td>32.3</td>
</tr>
<tr>
<td>Over 50</td>
<td>1</td>
<td>1.5</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>65</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

**Source: Author (2006)**

Most of the respondents, 37 of them, were aged between 31-40 years as shown by 56.9%. The second group, 21 of the respondents, was aged between 41-50 years shown by 32.3%, then 21-30 years, 6 respondents, which is 9.2% and the least group, only one respondent shown by 1.5% was over 50 years old.
On academic and professional qualifications of the respondents, most of them, 35 of them, as represented by 53.8% had K.C.E/K.C.S.E. 20% had a diploma, 11 respondents, constituting 16.9% had a certificate. 4 of the respondents, which is 6.2% had a degree while only a small portion of the respondents, 2 respondents only, which is 3.1% had K.A.C.E as their highest academic qualification.
The table below shows the length of service of employees in their current place of work;

**Table 4.2 Length of Service**

<table>
<thead>
<tr>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Between 1-5 years</td>
<td>11</td>
</tr>
<tr>
<td>Between 6-10 years</td>
<td>11</td>
</tr>
<tr>
<td>Between 11 – 15 years</td>
<td>30</td>
</tr>
<tr>
<td>Over 15 years</td>
<td>12</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>64</strong></td>
</tr>
</tbody>
</table>

Source: Author (2006)

On length of service in the current place of work, 30 respondents which is 46.88% have worked in their current place of work for 11-15 years. 12 of them, represented by 18.75% had worked for over 15 years, while those who had worked for 1-5 years and 6-10 years tied with 11, constituting 17.19%.

**4.3 Job Satisfaction**

In answering the question “Are you satisfied with your job?” most of the respondents, 42 of them were satisfied with their job as represented by 64.6%, while only 23, which is 34.4% said that they were not satisfied with their job.
This is as shown in the table below:

Table 4:3 Are you satisfied with your job?

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>42</td>
<td>64.6</td>
</tr>
<tr>
<td>No</td>
<td>23</td>
<td>35.4</td>
</tr>
<tr>
<td>Total</td>
<td>65</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Author (2006)

A pie chart has also been used to show responses on job satisfaction.

Figure 4:4 Are you satisfied with your job?

Source: Author (2006)

From the above responses, it can be noted that most of the employees are satisfied with their job. This means that a good number of public health employees of the City Council of Nairobi are satisfied with their job.
Factors that influence Job satisfaction of Employees within the public health department of the City Council of Nairobi.

Out of the 65 responses that were got, only 52 respondents gave the factors that influence job satisfaction among public health employees of the City Council of Nairobi. 32 respondents constituting 61.5% mentioned remuneration as a crucial factor in job satisfaction. 21 respondents suggested working conditions as a factor that influence job satisfaction. This represent 40.4%. 15 respondents constituting 28.85% mentioned promotion as a factor influencing job satisfaction. 9 respondents mentioned health services as a factor. This constitutes 17.3%. Work load was also mentioned by 4 respondents representing 7.7%.

Only one respondent mentioned training as a factor influencing job satisfaction. This constitutes 1.9%.

Salary/Remuneration

Most of the respondents, 37 of them, shown by 56.9% said that they were not satisfied with their salary/ remuneration, while a relative proportion of 28 respondents, which is 43.1%, said that they were satisfied with their salary/ remuneration.
This information can be illustrated using the figure below;

Figure 4:5 Are you satisfied with your salary/remuneration?

Source: Author (2006)

This information can also be illustrated using the table below:

Table 4:4 Are you satisfied with your salary/remuneration?

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>YES</td>
<td>28</td>
<td>43.1</td>
</tr>
<tr>
<td>NO</td>
<td>37</td>
<td>56.9</td>
</tr>
<tr>
<td>Total</td>
<td>65</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Author (2006)
While comparing their salary/ remuneration with their counterparts else where, responses were as shown in the figure below:

**Figure 4: Is your salary/ remuneration equivalent to those of other employees in other organizations with similar qualifications?**

A large number of employees, 53 out of 65 shown by 81.5% said that their salary/ remuneration was not equivalent to those of other employees in other organizations while only 18.5% said that it is equivalent.
In answering the question, “Do you think salary / remuneration influence job satisfaction?” responses were as shown in the table below:

**Table 4:5 Do you think salary / remuneration influence job satisfaction?**

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>YES</td>
<td>54</td>
<td>87.097</td>
</tr>
<tr>
<td>NO</td>
<td>8</td>
<td>12.903</td>
</tr>
<tr>
<td>Total</td>
<td>62</td>
<td>100.0</td>
</tr>
</tbody>
</table>

**Source: Author (2006)**

According to most of the respondents, 54 out of 62, as shown by 87.1%, remuneration influences job satisfaction. Only a small proportion of 12.9% said it does not influence job satisfaction.
4:5 Working Conditions

Employees were asked whether they were satisfied with the working conditions in their working place. Their responses are shown in the figure below;

Figure 4:7 Are you satisfied with the working conditions in your working place?

![Bar chart showing satisfaction levels.]

Source: Author (2006)

In answering the question “Are you satisfied with working conditions in your working place?”, 36 out of 65, representing 55.4% of the respondents said that they were not satisfied with the working conditions in their working place while 44.6% said that they were satisfied with the working conditions in their working place.
On office facilities and working space, the responses were as shown in the table below:

Table 4:6 Are you satisfied with the office facilities and Working space?

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>YES</td>
<td>40</td>
<td>61.5</td>
</tr>
<tr>
<td>NO</td>
<td>25</td>
<td>38.5</td>
</tr>
<tr>
<td>Total</td>
<td>65</td>
<td>100.0</td>
</tr>
</tbody>
</table>

Source: Author (2006)

Most of the respondents, 40 out of 65 said that they were satisfied with the office facilities and working space as shown by 61.5% while only 38.5% said that they were not satisfied. The question on whether working conditions influence job satisfaction, 60 out of 65 representing 92.3% of the respondents said that working conditions influence job satisfaction while only a small portion of 7.7% said that working conditions do not influence job satisfaction. This is a clear indication that job satisfaction is influenced by working conditions.
To show that working conditions influence job satisfaction, the figure below summarizes the responses.

**Figure 4:8 Do working conditions influence job satisfaction?**

As indicated by most respondents, working conditions influence job satisfaction to a great extent. This is shown 92.3%. Only a small proportion of 7.7% said that working conditions do not influence job satisfaction.

**4:6 Recognition**

On recognition, it was generally observed that the management did not appreciate or acknowledge employees whenever they met targets in their departments.
The responses are shown in the figure below;

**Figure 4:9 Are the Staff praised once they meet targets in your Department?**

![Pie chart showing the responses](image)

Source: Author (2006)

On the question whether the staff are praised or acknowledged after meeting targets, most of the respondents, 60 out of 65 as shown by 92.3% said that they were not praised or acknowledged once they met targets in their departments while only 7.7% said that they were praised when they met targets in their departments.
The table below shows the responses to the question, “Do you think lack of recognition influence job satisfaction?”

**Table 4:7 Do you think lack of recognition influence job Satisfaction?**

<table>
<thead>
<tr>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>62</td>
</tr>
<tr>
<td>No</td>
<td>3</td>
</tr>
<tr>
<td>Total</td>
<td>65</td>
</tr>
</tbody>
</table>

**Source: Author (2006)**

Most of the respondents said that lack of recognition influence job satisfaction as shown by 95.4% while only 4.6% said that it does not.
4.7 Promotion

As far as promotion is concerned, most respondents were of the view that promotion influence job satisfaction. The figure below shows the relationship between promotion and job satisfaction.

**Figure 4:10 Does promotion affect job satisfaction?**

![Bar chart showing the relationship between promotion and job satisfaction.]

*Source: Author (2006)*

On the question whether promotion affect job satisfaction, 56 out of 65 representing 86.2% of the respondents said that promotion affect job satisfaction while 13.8% said that it does not. This shows that promotion should be taken very seriously by employers so as to increase job satisfaction of their employees in this case public health employees of the City Council of Nairobi.
The pie chart below shows responses to the question “Are you satisfied with the method of promotion used by the management?”

**Figure 4:11 Are you satisfied with the method of promotion used by the management?**

Most of the respondents, 60 out of 65 as shown by 92.3%, said that they were not satisfied with the method of promotion used by the management while only a small proportion of 7.7% said that they were satisfied.
4:8 Training

In answering the question on whether training influence job satisfaction, 64 out of 65 constituting 98.5% of the respondents said that training influences job satisfaction while only 1.5% said that it does not. This can be illustrated using the figure below:

**Figure 4:12 Do you think training influence job satisfaction?**

![Bar chart showing the percentage of respondents who think training influences job satisfaction](chart.png)

*Source: Author (2006)*

On selection method for training used by the management, most respondents 55 out 65 as shown by 84.6% said that the selection method for training was not fair while only a small percentage of 15.4% said that it was fair.
This can be illustrated using the table below:

**Table 4:8 Are you satisfied with the selection method for training?**

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>YES</td>
<td>10</td>
<td>15.4</td>
</tr>
<tr>
<td>NO</td>
<td>55</td>
<td>84.66</td>
</tr>
<tr>
<td>Total</td>
<td>65</td>
<td>100.0</td>
</tr>
</tbody>
</table>

**Source: Author (2006)**

From the above table, it can be observed that most public health employees of the City Council of Nairobi are not satisfied with the method used by the management to select employees for training.
4:9 The extent to which Promotion, Remuneration, Training, Recognition and Working Conditions Influence Job Satisfaction.

Table 4:9 The extent to which Promotion influence Job Satisfaction

<table>
<thead>
<tr>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rarely influence job satisfaction</td>
<td>4</td>
</tr>
<tr>
<td>Influence job satisfaction</td>
<td>5</td>
</tr>
<tr>
<td>Greatly influence job satisfaction</td>
<td>51</td>
</tr>
<tr>
<td>Total</td>
<td>60</td>
</tr>
</tbody>
</table>

Source; Author (2006)

According to respondents, promotion influences job satisfaction to the following extents; 85.0% greatly influence job satisfaction, 8.3% influence job satisfaction and 6.7% rarely influence job satisfaction.
Remuneration influence job satisfaction to the following extents according to respondents, 74.5% greatly influence job satisfaction, 18.2% influence job satisfaction and 7.3% fairly influence job satisfaction.
Training according to respondents influence job satisfaction to the following extents: 68.3% greatly influence job satisfaction, 25.0% influence job satisfaction and 6.7% does not influence job satisfaction.
Table 4: The extent to which Recognition influence Job Satisfaction

<table>
<thead>
<tr>
<th>Recognition of Job Satisfaction</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Doesn’t influence Job Satisfaction</td>
<td>4</td>
<td>6.7</td>
</tr>
<tr>
<td>Rarely influence job satisfaction</td>
<td>1</td>
<td>1.7</td>
</tr>
<tr>
<td>Fairly influence job satisfaction</td>
<td>5</td>
<td>8.3</td>
</tr>
<tr>
<td>Influence job satisfaction</td>
<td>17</td>
<td>28.3</td>
</tr>
<tr>
<td>Greatly influence job satisfaction</td>
<td>33</td>
<td>55</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>60</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

Source: Author (2006)

Recognition influences job satisfaction to the following extents according to respondents; 55.0% greatly influence job satisfaction, 28.3% influence job satisfaction, 8.3% fairly influence job satisfaction, 6.7% does not influence job satisfaction and 1.7% rarely influence job satisfaction.
According to the respondents, working conditions influence job satisfaction to the following extents; 51.7% greatly influence job satisfaction, 41.7% influence job satisfaction and 6.7% fairly influence job satisfaction.
The extent to which promotion, remuneration, recognition, working conditions and training influence job satisfaction can be summarized by use of the table below.

### Table 4:11 Summary

<table>
<thead>
<tr>
<th>Factors</th>
<th>Doesn't influence job satisfaction</th>
<th>Rarely influence job satisfaction</th>
<th>Fairly influence job satisfaction</th>
<th>Influence job satisfaction</th>
<th>Greatly influence job satisfaction</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Percent</td>
<td>Percent</td>
<td>Percent</td>
<td>Percent</td>
<td>Percent</td>
</tr>
<tr>
<td>Promotion</td>
<td>6.7</td>
<td></td>
<td>8.3</td>
<td>85</td>
<td></td>
</tr>
<tr>
<td>Remuneration</td>
<td></td>
<td>7.3</td>
<td>18.2</td>
<td>74.5</td>
<td></td>
</tr>
<tr>
<td>Training</td>
<td>6.7</td>
<td></td>
<td>25</td>
<td>68.3</td>
<td></td>
</tr>
<tr>
<td>Recognition</td>
<td>6.7</td>
<td>1.7</td>
<td>8.3</td>
<td>28.3</td>
<td>55.0</td>
</tr>
<tr>
<td>Working conditions</td>
<td></td>
<td>6.7</td>
<td>41.7</td>
<td>51.7</td>
<td></td>
</tr>
</tbody>
</table>

**Source: Author (2006)**

From the table above, it can be observed that a very small percent (6.7%) were of the view that training and recognition do not influence job satisfaction. On promotion and recognition, a few respondents, 6.7% and 1.7% respectively, said that promotion and recognition rarely influence job satisfaction. A small percentage of the respondents said that the factors in question fairly influence job satisfaction.
Similarly, few respondents said that the said factors influence job satisfaction except for working conditions where the percentage of the respondents was 41.7. Generally, it can be confirmed from the table that promotion, remuneration, training, recognition and working conditions affect job satisfaction of public health employers of the City Council of Nairobi, to a reasonable extent.
CHAPTER FIVE

5.0 SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

The study focused on the factors influencing job satisfaction among public health employees of the City Council of Nairobi. The main factors that influenced job satisfaction were seen to be salary/ remuneration, working conditions, recognition, promotion and training. Most of the respondents were not satisfied with all these factors.

5.2 Summary of Findings

It is interesting to note that out of the 65 respondents, 42 of them constituting 64.6% said that they were satisfied with their job. This means that the majority of the respondents were generally satisfied with their job.

Most of the respondents mentioned the following as factors influencing job satisfaction in the department of Public Health within the City Council of Nairobi. These are remuneration, working conditions, promotion, recognition and training.
It is worth noting that out of 54 respondents, 37 of them, representing 56.9% said that they were not satisfied with their salary/remuneration. 83.1% of the respondents also were of the view that salary/remuneration influence job satisfaction.

Out of 65 respondents, 46 of them, constituting 55.4% said that they were not satisfied with the working conditions in their working place. 92.3% strongly felt that working conditions influence job satisfaction. From the analysis, it was observed that 62 out 65 respondents agree that lack of recognition influence job satisfaction. 92.5% of the respondents said that they were not recognized in any way, even after doing a commendable job.

According to most of the respondents, the method of promotion used by the management did not satisfy them. 60 respondents out of a total of 65 were not happy with the method of promotion, constituting 92.3%.

The selection method for training according to the majority of the respondents was not fair. This is represented by 55 out of 65 respondents, constituting 84.6%.
5:3 Conclusion

Using measures of central tendencies and dispersion (as shown in appendix II), it has been observed that promotion, remuneration, training, recognition and working conditions had a median and mode of 5. Promotion had a mean of 4.716667, a standard deviation of 0.78312 and a variance of 0.613277, meaning that promotion greatly influences job satisfaction. Remuneration had a mean of 4.672727, a standard deviation of 0.610238 and a variance of 0.372391 meaning that according to most of the employees, remuneration greatly influence job satisfaction.

Recognition had a mean of 4.233333, a standard deviation of 1.1125463 and a variance of 1.266667. This means that employees were of the view that recognition influence job satisfaction. Working condition had a mean of 4.45, a standard deviation of 0.622325 and a variance of 0.387288 meaning that, working conditions influence job satisfaction. Finally, training had a mean of 4.483333, a standard deviation of 1.0330206 and a variance of 1.067514. This means that training fairly influences job satisfaction.

It is worth noting that promotion and remuneration are the factors that greatly influence job satisfaction among public health employees of the City Council of Nairobi.
5:4 Recommendations

A wide variety of solutions were suggested by respondents so as to increase job satisfaction. These suggestions touch on factors that featured prominently.

On remuneration, the recommendations are, increasing salaries for employees, reviewing salaries from time to time, paying salaries on time and making salaries uniform. The management should therefore address this issue so as to ensure that their employees are satisfied with their job.

On working conditions, the management should endeavour to provide good working tools and equipment and give commuter allowance and medical cover. As far as recognition is concerned, management should acknowledge their employees whenever they do a commendable job by giving them awards / tokens or even promotions so as to increase their job satisfaction.

On promotion, the management should promote on merit and also consider academic qualifications when promoting employees. On training, respondents suggested that management should consider academic qualification, provide funds for training and be fair when selecting employees for training. This will go along way in improving job satisfaction of employees of the Public Health department of the City Council of Nairobi.
5.7 Suggestion for further Study

This study has served as a foundation for further research on factors influencing job satisfaction in other areas such as other Local Authorities, the civil service and private sector. This is because of the pertinent role job satisfaction play in organizations.
REFERENCES

Anon (2005 a), “Council set to clear Kshs. 462m salary arrears”

Daily Nation, January 11th, P. 6

Anon (2005 b), “Council staff plan match to State House”

Daily Nation, January 17th P. 5

Anon (2005 c) “Deal bagged for council workers to resume duty”.

Daily Nation, January 20th P.5

Anon (2006), Job Satisfaction - Wikipedia, the free Encyclopedia. Psychology Stubs.


Bavendam Research, Incorporated (2005), 'Managing job satisfaction'.


Theory and Practice. 5th Edition, Continuum,


Organizational Behaviour, New York,


89

<http://www.bls.900/op.ub/cwc/cm200322ar01htm.>

(Accessed on 24/2/2006)


Personnel, Context, Functions and Outcomes. 4th Edition,

FitzGerald, J. (2001), Stems and Scales

<http://www.coolth.com/likert.htm>

(Accessed on 19/8/2006)


Letts Educational Ltd, Great Britain.

In Journal of Applied Psychology.


Charles E. Mairill Publishing Company, Columbus, Toronto, London.


Gilmer, and Deci, E (1997), Industrial and Organizational Psychology.


Gomer Publishing Co. Ltd, U.S.A.
Hansen, R.S. (2006), *Job satisfaction Quiz*:

How satisfied are you with your job? A Quintessential careers Quiz.

<http://www.quintcareers.com/job-satisfaction quiz.html>


Herzberg, F (1968), *Work and the nature of man*.

Staples Press, Great Britain.

Immonje, M. M. (*1990*), "A Comparative Study of the factors that contribute to job satisfaction between teachers in private and Public Primary Schools in Nairobi Kilimani zone"

*(Unpublished M.ED Thesis Kenyatta University)*.


M.ED Thesis, Kenyatta University.

Jacques, E (1961), *Equitable Payment*,

Heinemann.


Heinemann.

Kalleberg, A.L and Loscocco, K.A (1983) "Aging values and Rewards; Explaining age differences in job satisfaction"

in American Social Review.

Kisia, A (2005), "Review salaries, says Mazrui"

*The Standard*, December 14th P.17.

Methods and techniques.


Kreitner, R (1983), *Management*


Locke, E.A (1976), *The nature and cause of job satisfaction.*

In Dunette, M.D, Education Handbook of Industrial and Organizational Psychology. Chicago: Rand and McNally.


Luthans, F (1998), *Organizational Behaviour*


Mainiero L.A and Tromley C.L (1999), *Developing Managerial Skills in Organizational Behaviour*


McNamara, C (1999), *Job satisfaction.*

<http://www.managementhelp.org/prsnw/job_stfy.htm>

(Accessed on 15/8/2006)

Moorhead, G (1999), *Organizational Behaviour*

Managing People and Organizations,


New Delhi, India.


M.Ed Thesis, Kenyatta University.

Mwaura, S.M (1993), “Probable causes of job dissatisfaction among the University of Nairobi Library Workers”.

MBA Thesis, University of Nairobi.


Nzuve, S.N.M (1987), “Should managers worry about how satisfied their staff are?”


Theory and Practice, Nairobi University Press.


Addison – Wesley.

Porter, L.W and Steers, N.M (1973), *Organizational Norm and personal factors in Employee turnover and absenteeism*.

Psychological Bulletin.


Concepts and Applications,


Robbins, S.P (2001), *Organizational Behaviour*


Sinha, R.K, (2005), “*Sense of group feeling boosts productivity among Workers*”.

Daily Nation, December 18th P. 4. (Life style).


Good Year Publishing Co., California.


October 1999, Family Practice Management.


Wiley.


Kenya Literature Bureau, Nairobi.

Weightman, J (1999), *Introducing Organizational Behaviour*


Whyley, C and Callender, C (1996), *Job Satisfaction and plans for the future*.

The National Committee of Inquiry into Higher Education. Policy Studies Institute, Chapter 6, Report 4  <http://www.leeds.ac.uk/educol/ncihe/r4_214.htm>

(Accessed on 15/8/2006)
# APPENDIX I: FUNCTIONAL ORGANIZATIONAL CHART

**TOWN CLERK**

<table>
<thead>
<tr>
<th>PHD</th>
<th>CI</th>
<th>SS&amp;H</th>
<th>HRMD</th>
<th>ENV DEPT</th>
<th>CT</th>
<th>CE</th>
<th>CED</th>
<th>CP</th>
<th>HDD</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>M.O.H</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Deputy M.O.H</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Deputy City Treasurer</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Assistant M.O.H</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Deputy City Engineer</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Assistant Director</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Deputy Director</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Assistant Director</td>
<td></td>
<td></td>
<td>Deputy Director</td>
<td>Deputy Town Clerk (Valuation) Clerk</td>
<td>Deputy Director</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Deputy Director</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Deputy Director</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Deputy Director</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Assistant Director</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Deputy Director</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Assistant Director</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Deputy Director</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Assistant Director</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Deputy Director</td>
<td></td>
<td></td>
<td>Deputy Director</td>
<td>Assistant City Manager</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Deputy Director</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Assistant City Engineer</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Deputy Director</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Assistant Director</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Deputy Director</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Assistant Director</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Deputy Director</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Assistant Director</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**AUDIT INVESTIGATOR / PROCUREMENT**
## APPENDIX II

### JOB SATISFACTION: MEASURES OF CENTRAL TENDENCIES AND DISPERSION

<table>
<thead>
<tr>
<th>Factor</th>
<th>Median/Mode</th>
<th>Mean</th>
<th>Standard Deviation</th>
<th>Variance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Promotion</td>
<td>5</td>
<td>4.716667</td>
<td>0.78312</td>
<td>0.613277</td>
</tr>
<tr>
<td>Remuneration</td>
<td>5</td>
<td>4.672727</td>
<td>0.610238</td>
<td>0.372391</td>
</tr>
<tr>
<td>Recognition</td>
<td>5</td>
<td>4.233333</td>
<td>1.112546</td>
<td>1.2666667</td>
</tr>
<tr>
<td>Working conditions</td>
<td>5</td>
<td>4.45</td>
<td>0.622325</td>
<td>0.387288</td>
</tr>
<tr>
<td>Training</td>
<td>5</td>
<td>4.483333</td>
<td>1.0330206</td>
<td>1.06514</td>
</tr>
</tbody>
</table>

*Source: Author (2006)*
TO WHOM IT MAY CONCERN:

Dear Sir/Madam,

RE:  RESEARCH PROJECT: DATA COLLECTION
JOANES KALELI KYONGO

This is to confirm that the above named is an M.BA student in the School of Business, Kenyatta University, and he is embarking on his project this semester before he completes his degree programme.

Any assistance you may accord him will be highly appreciated.

Mrs. E. Gitonga
MBA COORDINATOR

9/9/2006
February 21, 2006

Joanes Kaleli Kyongo
Kenyatta University
School of Business Administration Dept.
NAIROBI

RESEARCH AUTHORIZATION

I refer to your letter dated 27th January, 2006 requesting for authority to carry out a research on the title "Factors influencing jobs satisfaction among employees of the Public Health Department within the City Council of Nairobi".

I am pleased to inform you that you have been authorised to carry out the said research from February, 2006.

The following shall apply in the course of your study.

1. That during your study there will be no cost devolving on the Council.
2. The research will be for academic purposes only.
3. You are not authorized to release any information without vetting and authority from this office.
4. You are expected to submit a copy of the finished research documents for the Council's retention.
5. That you undertake to indemnify the Council against any claim that may arise from your study.

By a copy of this letter the Chief Administrative Officer, Public Health Department is requested to accord you the necessary assistance.

D.J.M. SOGOMO (MRS)
DIRECTOR, DEPARTMENT OF HUMAN RESOURCES
MANAGEMENT

CAO- Public Health Department
Dear Respondent,

The researcher, Joanès Kaleli Kyongo is a student at Kenyatta University pursuing a Masters of Business Administration (MBA) degree. He is interested in finding out factors influencing job satisfaction among public health employees of Local Authorities in Kenya (a case of the City Council of Nairobi).

Please assist him in collecting data for the purpose of improving job satisfaction among employees of Public Health Department of the City Council of Nairobi. The information you will give will be treated with strict confidence and will not be used for any other purpose except the purpose of this project.

Yours Faithfully,

Joanès Kaleli Kyongo
APPENDIX VI

QUESTIONNAIRE

The questionnaire is part of a research requirement for a Master of Business Administration (MBA) degree. It seeks to determine the factors influencing job satisfaction among City Council of Nairobi Public Health employees. The information given on this questionnaire will be treated with strict confidence. Your co-operation will be helpful in making the task possible.

SECTION A: PERSONAL DETAILS

Please indicate your honest response by marking a tick(✓) against your opinion.

1. Your Gender: Male □ Female □

2. Marital Status: Single □ Married □

3. Your Age:
   a. 20 and below □
   b. Between 21 – 30 □
   c. Between 31 – 40 □
   d. Between 41 – 50 □
4. What is your highest academic qualification?
   a. CPE / K C P E
   b. K J S E
   c. K C E / K C S . E
   d. K A C E
   e. Bachelor's degree
   f. Master's degree

5. How long have you been in your current place of work?
   a. Between 1 - 5 years
   b. Between 6 - 10 years
   c. Between 11 - 15 years
   d. Over 15 years

SECTION B: JOB SATISFACTION
1. Would you say that you are satisfied with your job?
   (a) Yes
   (b) No

2. What influences or affects job satisfaction of employees within the Public Health Department of the City Council of Nairobi?
   (i)
   (ii)
   (iii)
   (iv)
   (v)

SECTION C: REMUNERATION
1. In your opinion, are you satisfied with your salary/ remuneration?
   (a) Yes
   (b) No

2. Is your salary/ remuneration equivalent to those of other employees in other organizations with similar qualifications?
   (a) Yes
   (b) No

3. Do you think salary/ remuneration influence job satisfaction?
   (a) Yes
   (b) No

4. Suggest what can be done by the management on salary/ remuneration to increase job satisfaction.
   (i)
   (ii)
SECTION D: WORKING CONDITIONS

1. Are you satisfied with the working conditions in your work place?
   (a) Yes □     (b) No □

2. Are you housed and brought to work?
   (a) Yes □     (b) No □

3. Are you satisfied with the office facilities and working space?
   (a) Yes □     (b) No □

4. (i) In your opinion, do working conditions influence job satisfaction?
   (a) Yes □     (b) No □
   (ii) Why would you say so? ____________________________

5. Suggest what management need to do to improve working conditions.
   (i) ____________________________
   (ii) ____________________________

SECTION E: RECOGNITION

1. Once staff meets targets in your department, are they praised or acknowledged in any way?
   (a) Yes □     (b) No □

2. Do you think lack of recognition influence job satisfaction?
   (a) Yes □     (b) No □

3. What do you think management should do on recognition to improve job satisfaction?
   ____________________________

SECTION F: PROMOTION

1. (i) In your opinion, does promotion affect job satisfaction?
   (a) Yes □     (b) No □

2. Are you satisfied with the method of promotion used by the management?
   (a) Yes □     (b) No □
3. Suggest promotion policies that the management should consider to improve job satisfaction

(i) 

(ii) 

SECTION G: TRAINING

1. Do you think training influences job satisfaction?
   (a) Yes [ ] (b) No [ ]

2. In your opinion, is the selection method for training fair?
   (a) Yes [ ] (b) No [ ]

3. What do you think management should do on training so as to improve job satisfaction?
   (i) 
   (ii) 

SECTION H:

Rate the following in terms of the extent to which they influence job satisfaction.

<table>
<thead>
<tr>
<th>Kindly tick (✓) appropriately</th>
<th>Doesn't influence job satisfaction</th>
<th>Rarely influences job satisfaction</th>
<th>Fairly influences job satisfaction</th>
<th>Influence job satisfaction</th>
<th>Greatly influences job satisfaction</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Remuneration</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>2. Working conditions</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3. Recognition</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4. Promotion</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5. Training</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

THE END

THANK YOU VERY MUCH FOR YOUR CO-OPERATION.