HUMAN RESOURCE MANAGEMENT PRACTICES ON EMPLOYEE JOB SATISFACTION STUDY OF KENYA AIRWAYS NAIROBI CITY COUNTY KENYA

BY

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DECLARATION

This research project is my original work and has not been submitted previously to any examination body, university or college for an academic award.

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DEDICATION

My special thanks go to the Almighty God for the gift of life and the gracious time he gave me that made it possible for me to pursue the course. He has been the source of my strength throughout this program and on His wings only have I soared. I also dedicate this work to my husband and siblings who have encouraged me all the way and whose encouragement has made sure that I give it all it takes to finish that which I have started. To my children Ivy and Rock who have been affected in every way possible by this quest, thank you. My love for you all can never be quantified. God bless you.

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LIST OF ABBREVIATIONS AND ACRONYMS

H.R.M.P   Human Resource Management Practices

HR   Human Resource

HRM   Human Resource Management Innovation

J.K.I.A   Jomo Kenyatta International Airport

J.K.I.A   Jomo Kenyatta International Airport

K.L.M   Royal Aviation Company

K.U   Kenyatta University

KQ   Kenya Airways

NACOSTI   National Commission for Science, Technology & Innovation

S.P.S.S   Statistical Packages for Social Scientists

OPERATIONAL DEFINITIONS OF TERMS

Job Satisfaction: The attitudes and feelings employees have about their job. It

Is the degree to which an employee has a clear emotion towards

the job role (Currivan, 2005).

Recruitment: The Recruitment is the practice of attracting and identifying the talents

that are needed by an organization in the appropriate qualifications

and adequate numbers (Pilbeam et al., 2006).

Reward: This is payment done to an employee in recognition of their efforts

or achievement to the organization (Idson and Feaster, 2010).

Training: Training is an educative process that comprises numerous processes

used to ensure that jobholders are equipped with the right knowledge,

attitudes, and skills needed to help the organization accomplish its

objectives and goals.

ABSTRACT

The human resource department plays a vital role in assuring that the employees are satisfied with the job that they do every day. Research has shown that satisfied workers are more productive and committed to their teams. You find, employees who are dissatisfied with their work are associated with low productivity and increased turnover. Recently, Kenya Airways have faced numerous challenges resulting from a reduced rate of productivity for their workers and high turnover for its technical staff as a result of an increased level of dissatisfaction ensuing from poor pay, slow career progression, and hiring of expatriates. The main objective of this study was to investigate the effects of human resource management practices on employee job satisfaction at Kenya Airways in Nairobi County, Kenya. Specifically, the research determines the effects of recruitment, training, and rewards practices on employee job satisfaction. This study was anchored on four theories that include Abraham Maslow's hierarchy of needs theory, Expectancy theory, Resource-Based Theory, and Human capital theory. The study used descriptive research design to gather data on different subjects based on the research problem. Kenya Airways has 1501 staff; hence the study focused on a sample size of 150 employees from flight operations, HR, finance, operations, and commercial departments representing 10% of the workers' population. The research collected both primary and secondary data to ensure that adequate data were gathered for analysis. A pilot study was carried on the instruments for collecting data to ensure the vital components of the main study are feasible. The testing of the instrument was carried out to guarantee reliability and validity. Additionally, the study adopted Crobanch's Alpha to measure reliability and validity. Multiple regression analysis was achieved using SPSS to determine the association of the variables used in the study. The findings showed the correlation analysis to determine the connection linking training practices was positive and significantly correlated to job satisfaction ($r = 0.742$, $\rho < 0.05$) showing that training practices had a positive correlation with job satisfaction. The correlation study to determine the relationship between reward practices was positively correlated with job satisfaction ($r = 0.751$, $\rho < 0.05$) Showing that reward practices had a positive correlation with job satisfaction. The correlation study to determine the link between recruitment practices was positively and significantly correlated to job satisfaction ($r = -0.520$, $\rho < 0.05$). Based on the findings of this study, training practices was established as the second most factor that affects job satisfaction. It had a positive and significant affinity with job satisfaction in KQ with a beta value of ($\beta 1 = 0.703$). Reward was identified as the most significant variable that affect job satisfaction with a beta value of ($\beta 2 = 0.847$). The study findings also showed that recruitment practice was the least significant variable of the study in affecting job satisfaction with a beta value of ($\beta 3 = 0.597$). Looking at the p values of all the three variables, they had ($p < 0.05$).

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Job satisfaction is the feeling of fulfillment that people derive from their job when one is cognizant of the value and effort (Gathungu & Wachira, 2013). The field of human resource management practice treats job satisfaction as one significant areas as it mirrors the interests and attitudes of the employees toward their job and their commitment to the company. Managers in the contemporary world are forced to focus on job satisfaction for the junior workers because the factors that promote the level of fulfillment at the workplace vary from one employee to the other. Besides, the managers' role is to create a pleasant work environment for all employees. When the workers are satisfied, the managers always know that they contribute positively to the organization's growth through reduced wastage, increased productivity, better products, and quality services (Balozi, 2011).

Human beings are mostly driven by nature, and in some cases, they are easily satisfied and work with enthusiasm, diligence, and dedication towards their job. However, workers are sometimes negligent to the organization and work. Therefore, the essence of work duties that a worker is supposed to perform within the environment setting is regarded as the most imperative. How one performs the assigned duties is considered to be the primary factor that influences personal fulfillment at work. Organizations should be cautious about job satisfaction; it provides pre-requisite for the workers' performance in any given company. When the workers are satisfied and happy with what they do, they develop a sense of belonging and become mentally,

financially, physically, and technically secure. The employees are convinced to prevail in the same job for a long period. Balozi (2011) noted that various factors influence job satisfaction, such as recruitment, training, and reward practices.

Human resource management practices and employee job satisfaction are two aspects that comprehensively studied across the globe. The reason behind this is that many practitioners and scholars believe that proper HRM practices lead to an improved level of job satisfaction, which as a result, enhances organizational performance (Appelbaum et al., 2006). Past researches indicate correlation allying HRM practices and the degree of employee satisfaction. When the correct HRM practices are followed, the workers feel motivated, appreciated, satisfied, and more engaged with training that improves their level of commitment, performance, and loyalty to the organization (Dartey, 2010).

The aim of human resource management practices is to ensure the overall productivity of the workers within the organization is improved, thus leading to increased productivity and better performance. HRM practices influence employee organizational loyalty, job satisfaction, and the motive to quit (Ting, 2007). The presence of a highly turbulent working environment, the organizations have been compelled many organizations to adopt new workplace policies that promote continuous performance (Ray & Ray, 2011).

Namusonge et al. (2015) contend that as companies dig deep into more dynamic international business and as globalization continues to gain pace speedily,

comparative HRM issues seem to escalate. HRM practices are paramount for making the services offered by organizations better. Armstrong (2010) speculates that human resource management practices that affect job satisfaction encompass resourcing, management of human capital, reward, performance management (appraisal), and employee working conditions.

1.1.1 Job Satisfaction

Every worker considers job satisfaction as a sensation of victory on the job. Job satisfaction is considered to be directly associated with the personal wellbeing and productivity of the organization. According to Kaliski (2007), job satisfaction is a crucial building block that stars promotion, increased income, high productivity, recognition, retention, and accomplishing other vital goals that result in a feeling of fulfillment. It is a practice that ensures the right staff is recruited and retained in a company. Also, it asserts high performance by ensuring that the workers are continuously motivated and engaged in their work. It has been established that job satisfaction keeps adverse effects such as job-induced stress, conflicts, and anxiety out of the work environment as well as scale down the rate of labor turnover for essential workers in an organization.

Katou (2015) investigated the connection linking human resource management practices on job fulfillment in Bangladesh. The study concentrated on 20 manufacturing firms where 60 responses were collected and comprehensively analyzed. It was discovered that HRM practices are substantially linked to job satisfaction. Additionally, training and development and human resource planning

were established to have positive effects on job contentment. Also, it was found that training has the most notable impact on job fulfillment.

Kurian et al. (2017) investigated precursors to job satisfaction in the airline sector in Texas. The information that was gathered from a survey of 108 staff working in a low-cost airline was utilized in the study. The results showed a significant positive impact of the work-family dispute, job autonomy, and sympathy on job satisfaction and the substantial positive effect of servant leadership. To a greater extent, the study contributed to the literature of organizational behavior by exploring the vitality of unit-level organizational behavior characteristics in the aviation industry empirically. The most focused traits include sympathy, job autonomy, job satisfaction, networking, and work-family conflict. The results can be used to enhance job satisfaction, which contributes to better tangible outcomes, such as increased profit for the airline industry and improved customer satisfaction. Better HRM practices in the airline sector will help Kenya Airways Nairobi County to achieve workers' job satisfaction, improve the rate of intention, efficiency, reduced turnover, and participation in current studies.

1.1.2 Human Resource Management Practices

Human resource management practices are tasks that focus on directing a supply of human resources to ensure that existing capital is utilized towards fulfilling the corporate intent and mission. Lim and Ling (2012) affirm that having competent and skilled workers is regarded as the most critical asset of an organization. Human capital plays an imperative role in influencing and shaping the other critical resources

of the company, which at the same time affects HRM. Any organization that is willing to coordinate, shape, and control production factors, employees should be hired, undergo training programs in order to amass knowledge about the organizations, as the performance of various functions require various capabilities and knowledge that are provided through the training programs.

Training contributes remarkably to the rise in employee allegiance, efficiency, and success of a company. It can have positive effects on the creation of a healthy work environment and reducing turnover hence providing relevant factors that can lead to increased work satisfaction (Obisi, 2011). Also, training can be linked to the capacity of improving work processes and planning that result in efficiency that enables the staff to expand their roles and responsibilities for the ultimate improvement of management tasks. Mody and Noe (2014) delineate HRM as the use of human resources to central goals in fostering supremacy of the organization and the crucial component, which is the human power that exists in it. Consequently, the organization should have skilled and professional human resources to accomplish the intended desire to enhance its survival in the global development realm with a satisfied workforce.

Makhamara (2016) argues that rewards play a significant role in building strong and committed workers that promote high performance and productivity. Organizations should come up with a well-balanced reward system and recognition programs to inspire the employees' performance. Rewards involve all the categories of benefits, financial benefits, and tangible services that workers obtain to enhance the

employment relationship with the company. Long and Shields (2010) noted two factors that adjudicate the level of reward attractiveness, the weight that is given attaches to a certain reward, and the quantity of reward that is provided by the organization. When the employees receive healthier recognition and reward system, they become closer to their organizations and boost their productivity and performance. The increase of efficiency on how the staff do their job leads to the company's high success. The rewards that used by an organization influences the behavior of the workers. Unfortunately, organizations are understanding that setting up impartiality around employee's input in the company and the company's input to the employee. Therefore, human resource management practices should use extrinsic and intrinsic rewards to enhance level of commitment of the employees to their work and achieve job satisfaction.

Recruitment practices of professional workers are now a global issue that the organization needs to deal with wisely. The increasingly global economy has made the success of many organizations highly depend on their ability to attract, engage, and retain valuable and competent employees who have adequate skills to perform maximally; hence, motivation is paramount in attaining the firm's strategic goals and objectives of the firm (Schweitzer & Lyons, 2008). Employee referrals are the most effective method of recruitment. Severally, when an employee is satisfied with the pay scale and the development policy at the organization is likely to recommend close acquaintances that an employee who dissatisfied. The recruitment practices of an organization have some consequences on the various aspects of the firm and require constant adaptation to emerging dynamics for the organization to sustain a satisfied workforce.

1.1.3 Kenya Airways

Kenya Airways is the national carrier of Kenya and the top airline within East Africa. The company is based in Nairobi County and has focused its operations in Kisumu and Mombasa. The company was founded in February 1977 following the disintegration of the East African Community. Kenya Airways was entirely owned and controlled by the Kenyan government until April 1996 when it was privatized. The need to achieve economic development and growth led to the attempt to privatize the airline.

In 1995, the company redistributed its debts and made a corporation agreement with KLM (now Air France), which bought 26 percent of the shares, making it the leading single shareholder. In 2005, the organization modified its livery: the four stripes that spread the fuselage's length were substituted with the slogan 'Pride of Africa.' Also, the tail logo was redesigned, encircling the K with a Q to induce the KQ letters. On September 4, 2007, the second-largest airline alliance globally, Sky Team, decided to work together with Kenya Airways as the first official associate airline. Kenya airways own 49 percent of precision air in Tanzania and have a staff capacity of 3,986 employees all over the world and 1501 in Nairobi City County. The airline is owned by KLM 26%, Kenyan government 23%, Kenya institutional investors 14%, Kenyan individual shareholders 31%, and foreign investors 1.4%.

1.2 Statement of the Problem

One of the principal roles for HR departments is to make sure that the workers are happy and satisfied by their routine jobs. Research has shown that satisfied employees

are more productive as they are willing to play their roles with minimal follow-ups. Dissatisfied workers, on the other hand, are less productive and prone to low turnover and poor performance. In recent times, Kenya Airways has faced different challenges that led to greater turnover and low productivity of its technical staff due to lack of job satisfaction. Some of the company's problems have to deal with: Periodical strikes, poor pay, boycotts, safety issues, unfair dismissals, collective bargaining disagreements, outsourcing employees, and the helplessness of the workers to join trade unions. Such challenges are rampant in the company, thus significantly affecting the employees' satisfaction and leading to poor performance and employee turnover, hence my motivation to carry out the study.

Mande (2012) conducted a study to investigate the affinity that exists amid job satisfaction and perceived psychological contract of high school teachers in Gem District located in Kenya. The dissertation concentrated on open communication, training employees, and timely introduction to change. The research found that isolation of the psychological contract through obligations and promises made by the school management contributes to employee dissatisfaction. Further, it was established that a grand association exists around psychological contract fulfillment and job satisfaction.

Wanjiku (2011) investigated the factors that influence employee job satisfaction at Kenya Commercial Bank (KCB). It was found that the staffs were satisfied with rewards and recognition, communication, career progression, standard work overload, supervision, and improved interpersonal relations. The employees indicated that the

benefits and remuneration were not commensurate with their work as they experienced a lot of pressures in their routine. The study found that motivation factor needed to be strengthened and improved to enhance the level of satisfaction and create a positive job attitude. The management also needs to support career progression and ensure there is adequate staff to minimize the workload that results in employees' stress, thus fostering and better services to the customers.

However, not much analysis exists on the effect of HRMP on employee job satisfaction. The study above focused on learning institutions and ignored other sectors, such as the airline industry like KQ. The study's independent variables were psychological contract and organizational culture and not effect of human resource management practices on staff job satisfaction that the study was addressed. Based on the above discussions, the intention for this investigation is to aid by analyzing the effects of HRM practices on employees' job satisfaction at Kenya Airways, Nairobi City County, Kenya.

1.3 Objectives of the Study

1.3.1 General Objective

The general objective of this study was to investigate the effect Human Resource management practices and employee job satisfaction at Kenya Airways.

1.3.2 Specific Objectives

The following are the specific objectives of the study

1. To establish the effect of training practice on employee job satisfaction at Kenya Airways.

2. To evaluate the effect of reward practice on employee job satisfaction at Kenya Airways.

3. To determine the effects of recruitment practices on employee job satisfaction at Kenya Airways.

1.4 Research Questions

The study was guided by the following research questions;

1. What is the effect of training practices on employee job satisfaction at Kenya Airways?

2. How does the reward system affect employee job satisfaction practices at Kenya Airways?

3. What are the effects of recruitment practices on employee job satisfaction at Kenya Airways?

1.5 Justification and Significance of the Study

To the airline sector, the results of the investigation will offer a detailed understanding of the HRM practices that affect staff job satisfaction. The findings will help in shaping the future of policy development and implementation in the industry hence creating a smooth process of achieving a competitive transport sector. The study's findings will provide answers and guidelines to essential questions on why the workers are not satisfied with the top management of Kenya Airways. Such

information is vital as it will help the organization formulate proper strategies and policies to boost the job satisfaction of the workers. The organization should pay attention to the details as it will suggest the best motivation factor that can be used to converge the demands and prospects of the Kenya Airways employees. The management can decide on the way forward on balancing the development and growth policies of the company and the satisfaction of the employees.

To researchers and academicians, the findings of the research will supply in-depth literature on HRM practices that could possibly impact the level of fulfillment of the employees on the job. The theories covered in this research will benefit the academicians and researchers as they can use them to engage ongoing debates on the theories and how to improve them. Additionally, researchers can use this study as a stepping stone for conducting further research to bridge the gaps that may result from this research. It will serve scholars as secondary data for statistical evidence for future study on HRM practices.

1.6 Scope of the Study

The research concentrated at Kenya Airways, Nairobi City County. It specifically explored the effect of HRM practices on employee job satisfaction. Also, the study was entirely carried out at KQ Nairobi City County, with a target population of 150 respondents comprising of five departments: Flight Operations, HR, Finance, Operations, and Commercial. The study followed a descriptive research design to rule on the ultimate correlation amid the independent and dependent variables and discovered affiliation between the variables. The investigation was carried out in six months.

1.7 Limitation of the Study

The research finding was influenced by some informant feared giving out in-depth information on the employer for one reason or the other. For that reason, the researcher re-assured the participants of the confidentiality and protection of the information obtained from them as it was utilized for academic purposes. The researcher made sure that the instrument for collecting data did not require respondents to indicate their names, hence strengthening confidentiality. Getting managers to fill a questionnaire was a bit challenging; thus, it called for patience from the researcher.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter comprises relevant human resource management practices that affect employees' level of satisfaction on their job. A critique of the literature has been included, and the research gap in the studies pertaining the subject has been identified. The analysis is based on the study's objectives that covered job satisfaction, training, reward and recruitment.

2.2 Concept of Job Satisfaction

Sinatwa (2011) asserts that job satisfaction implies a role that is undoubtedly associated with the extent to which the individual needs of a person are met in a job circumstance. According to Kuria (2011), the workers are highly prolific when their respective job provides them with the necessary peace from recognition and economic strain. Therefore, it is imperative that organizations go in for human resource management practices that led to happy and motivated staff. Workers who enjoy a higher job satisfaction have a high excedence of putting more effort into their assigned duties and focus toward pursuing the interests of their company. A firm that promotes high job satisfaction for its employees is also likely to attract and retain workers with the best skills and competencies that it may need (Rad & Yarmohammadian, 2006).

Job satisfaction adverts to practices that provide the employees with the necessary motivation to continue performing the routine operations that make them feel the urge to go to work and make a new project or assignment. Job satisfaction is a phenomenon with three dimensions. The first aspect is that it has an emotional

response towards a varying job condition. This can be concluded by observing the workers, for example, the instance they report and the manner in which they handle their daily duties. The next thing is that job satisfaction is resolved by how appropriate the outcomes are aligned with the expectations. A good example is when an organization makes the salary paid to the staff is equitable commensurate with the work done as the employees have a high likelihood of developing job satisfaction. The other aspect is that job satisfaction is perceived as a representation of integrated related thoughts and attitudes (Gathungu et al., 2013).

Job fulfillment can occur in distinct approaches. One, individuals can inspire themselves, carrying out and pursuing work that meets their needs. Two, workforces can be instigated by the management with the aid of various techniques such as promotion, training, praise and pay. Hawthorne's study is considered the most substantial research study that portrays job satisfaction's significance. The researchers learned that other factors, apart from the lighting, have substantial impacts on the workers' productivity. The employees reacted positively to the focus they received from the researchers, thus leading to increased productivity. Job performance steadily improved as a result of the unique situation experienced, and when the experiment was finished, the rate of production reversed to the earlier levels. Different studies have offered immense support that satisfied and happy workers are more productive.

Job satisfaction is a vital element not only for the staff specifically even so for the firms. A survey conducted by Grant and colleagues (2010) at a major bank, the top management discovered that the bank tellers were not satisfied with their jobs. They perceived themselves as "glorified clerks." The tellers further indicated that they perceived their work as monotonous and hated to be mismanaged as they could not make independent judgment without seeking permission. The bank managers, came

up with a decision of re-designing the teller jobs to boost the level of job satisfaction. For that reason, up to date tasks were presented to encourage diversity. The tellers were now adequately trained to handle post payments, travelers and commercial checks, and previous loan payments, cashing, and deposit tasks. Besides, the tellers were given the autonomy to take a more profound role in the job, such as making some decisions without the involvement of the management.

From the feedback that was obtained, the managers felt redesigning the responsibilities of the tellers; they gave the mandate to deal with customers independently. This discrete occurrence found that the level of job satisfaction tremendously improved with the revision of the tellers' roles. After six months, a survey was carried out, and it discovered that the tellers enjoyed their job as they were more satisfied with the responsibilities they were assigned. Moreover, the tellers' attitudes had changed, and now they were committed to working for their organization. Lastly, during the manager/employee job reviews, it was observed that the tellers' performance had increased and the scale of job satisfaction imparted by the restructuring of the work had dependable efficacy (Grant et al., 2010).

The fulfillment that is obtained from any job activity has been continuously and frequently prized in both financial and humanistic terms. For a long time, it has been noticed that the workers who maintain a high rate of quality in their work are often the ones who get contended by the routine roles. Arif and Chohan (2012) assert that satisfied workers have high retention; they are more committed to their companies and are inclined to improve job performance.

2.3 Empirical Literature Review

An empirical review of literature is a guided explore of published writings encompassing books, papers and journals that present empirical findings and discusses the theory pertinent to the specific topic (Zikmund et al., 2010). This empirical review will cover training practices, reward practices and recruitment practices. This investigation permeated this gap by establishing the correlation amid human resource management practices and worker job satisfaction in Kenya Airways in Nairobi County, Kenya.

2.3.1 Training and Employee Job Satisfaction

Ruvimbo et al. (2017) investigated the effect of training on employee job satisfaction and retention of the workforces from the selected tertiary learning organization. This survey followed a quantitative research methodology where 120 participants who were selected randomly contributed to the study. The respondents were provided with self-administered questionnaires drawn from the academic administrators. The data that was gathered from the study was evaluated through the use of SPSS. The findings disclose that was no substantial connection linking training and staff retention. Nevertheless, the results revealed a practical link between employee retention and job satisfaction.

Amadi et al. (2014) investigated the impacts of training on the workers' job satisfaction at Safaricom Call Center. The analysis followed a case study perspective where data was clustered from the populace by examining 340 workers. The results were analyzed through the use of graphical and descriptive approach. It was agreed that training had a helpful effect on boosting productivity and motivating the staff. This was contributed to relevant, high quality, and variant training. The research

recommended that training requirements at Safaricom be planned based on the global organizational objectives and goals. Data on this analysis had focused on the effects of training on performance, skills, and knowledge instead of the impact of training on job satisfaction. Many investigations have concentrated on the influence of training on corporate performance in mass production companies in advanced nations. There is scant research on the airline industry's employee satisfaction concerns. Consequently, this study examined the impact of training on job satisfaction at Kenya Airways.

Sima et al. (2018) explored the impact of organizational training on job satisfaction and employees' individual performance at Ahwaz Oil Company. The study analyzed all the staff at Ahwaz Oil Company, therefore by the time of the research, the company had 800 employees. The sample size was selected from the analytical inhabitant using a stratified random sampling technique where equivalent capacity was employed, and the samples' selection was made appropriately. A standard questionary was utilized for gathering data where 61 items were incorporated, and the five-point Likert scale guided responses. Statistical analysis, both inferential and descriptive, was carried out by employing Laser software and SPSS. It was discovered that organizational training has positive effects on job satisfaction. Additionally, the findings revealed that job satisfaction variables play a crucial part in the association between the workforces' performance and the quality of corporate education.

2.3.2 Reward and Employee Job Satisfaction

Wangechi et al. (2018) inspected the impact of the reward policies on employee job satisfaction in the Nyeri County Government. The research problem was analyzed using a descriptive design. The sample was selected using systematic sampling. The research engaged 162 staff of the County Government of Nyeri. Data was gathered

from target participants using self-administered forms. The response rate was 82.1 percent. Also, the investigators conducted a reliability assessment of the data collection tool using Cronbach alpha Coefficient. Percentages and frequencies were generated from the collected data through the use of distribution tables. Multiple regression analysis was executed to find out the relationship of every parameter of independent variables in the research. The use of a reward system as a motivation factor had an effect on almost 11.3 percent of job satisfaction among the staff of the Nyeri County Government. The analysis discovered a statistical and beneficial association between the reward system and the satisfaction of the workers. The research suggested that the county government evaluates employee rewards by comparing how the private sector rewards its staff to enhance job satisfaction at the County Government.

Axelsson and Bokedal (2009) explored the influence of rewards on propelling divergent employee generations at Volvo Car Corporation. The review was established on a case study of Volvo Car Corporation in Goteborg. Twenty examinations were finalized with senior managers at the organization to collect empirical data. The findings revealed that non-monetary rewards and challenging work motivate the managers as opposed to shares and bonuses. It was also discovered titles do not motivate managers. Nevertheless, both generations are motivated by opportunities for growth. A conclusion was drawn that there generational differences in the company. The research proposed further studies to be conducted on reward arrangements and how they impact further views as life stage and gender in a company.

Kampkotter (2016) scrutinized the effect of extrinsic and intrinsic rewards on job fulfillment based on a case examination of call center staff in Pakistan. The data was

gotten from 210 call workers that worked on various telecom companies. Standardized questionnaires were utilized in the collection of data. Findings revealed positive trends among the involved variables. Extrinsic rewards are reasonably crucial than the intrinsic reward system when employee job satisfaction was reviewed. After the interpretation of the results, a substantial relationship was discovered between the extrinsic and intrinsic rewards and job fulfillment. However, a reasonable extrinsic reward system has a more significant relationship than the intrinsic reward systems. That implies that call center workers are more concerned about the amount of payment they receive from the job. Workers usually report high satisfaction rates when they are provided extrinsic rewards in comparison to the intrinsic rewards. The above researches have addressed the reward system in companies and how it relates to other features like employee motives and job satisfaction. Generally, the studies reveal that rewards have a definite influence on job performance. Nonetheless, various rewards seem to vary the influence on job fulfillment.

2.3.3 Recruitment and Employee Job Satisfaction

Imocho (2017) examined the effect of HRM practices on the satisfaction of workers in manufacturing companies in Nairobi County, Kenya. The examination was steered by particular targets that were employee satisfaction, resourcing practices, and reward management. The study concentrated on a sample size of 80 manufacturing companies registered in the Kenya Association of Manufacturers in the 2017 directory. The research involved the collection of primary data via self-administered questionary forms sent to the HR managers of the selected companies. The research utilized questionnaires to gather the needed primary data. The secondary data obtained from published documents were also used in the study. SPSS was used to carry out regression interpretation, and the answers helped to test the relation in

variables. The finding s helped the researcher conclude that reward management and resource practices are significant components that influence staff satisfaction in manufacturing firms in Nairobi, Kenya.

Rehman (2012) probed job satisfaction, retention, and recruitment policies applied by Pakistan's public sector. The research was carried out in 15 public sector firms on a test size of 568. The five-point Likert scale was utilized to get collect the data. Based on an in-depth interpretation of these challenges and problems, the study suggested the employment of different human resource practices to improve job performance and, as a result, enhance employee job satisfaction and bring down turnover. The investigation proposed the use of strategic HRM perspectives and several psychological factors to investigate how different strategies are adopted by the companies to assist in the recruitment and retention of talented workers. However, this research was done eight years ago, and there is a need for recent research that will incorporate the up-to-date trends in employee resourcing and their effects on job satisfaction.

Ali and Ahmed (2009) explored the correlation allying recognition and reward programs on staff satisfaction and motivation at Unilever companies. The study focused on the target population of 80 employees to obtain data. The collection of data was handled using survey questionnaires and SPSS to analyze the data statistically. The research discovered that a positive relation subsist between reward programs and staff satisfaction.

2.4 Theoretical Review

The theoretical framework refers to the structure that can support or hold a theory of a research study (Kothari, 2014). This study employed the following theories: Human Capital Theory, The Expectancy Theory, Abraham Maslow Hierarchy of Needs, and Resource-Based Theory.

2.4.1 Human Capital Theory

The human capital theory was established by Smith (1976) and bolstered through Schultz (1961). The postulation is that training is a form of social investment. This theory affirms that training is a function of its consequences. The fundamental belief is that training generates assets in the form of skills and knowledge that, in turn, enhances the productivity of the employee. Schultz claimed that qualified human resources have managed to obtain such skills through regular training and development programs. Such abilities can be acquired through investment in the workforces through suitable on-the-job training both outside and within the company. For example, skills can be sharpened through conferences, seminars, workshops, and the creation of a conducive environment through suitable welfare programs such as promotion.

The human capital theory acknowledges that human's experience, knowledge, and skills are a form of investment whose proceeds are obtained from the efforts made by the employee or employer in developing such attributes. The theory supports that workers should invest in particular training that will help them qualify for promotion opportunities and boost their career path vision. Therefore, the perspective of human capital at the organizational level stresses performance and skills, which makes it offer more support for increased investments in workforces. The human capital theory

is applicable to the current research in that when companies invest in the improvement of skills and knowledge of its workers, the investment yields more effective and productive workers. Programs based on training and development help in improving production. The designing and execution of training and development programs shall be built on the organization's specific needs so that resources such as money and time adorned in training and development management can be coupled to the company's objectives, mission, and core values. The human capital theory emphasizes how training perspectives boost productivity of the employees and the creation of economically productive human capital with the appropriate abilities and skills.

By connecting this theory to the transport industry in Kenya, the study indicates that training was a crucial resource for Kenya Airways employee job satisfaction. The theory confirmed that skills, abilities, and knowledge of individual workers create value. Therefore, this theory supports the training variable in the study.

2.4.2 The Expectancy Theory

The expectancy theory was instituted by Vroom. In this theory, people make their selections based on their expectancy that they will receive some rewards. This implies that individuals are only stirred to act in a certain way only if they perceive that their expected results will be achieved (Nel et al., 2001). Therefore, people will put more effort into their work if hard work brings about pleasing inducements like recognition, pay rise, or promotion (Schultz, 1982). For that reason, it is necessary for an organization to link performance to the rewarding system.

This theory assumes that individuals are rational decision-makers most of the time. Therefore, they often think about actions and decisions and act in a way that meets

their needs and helps them accomplish their goals. Expectancy theory shows that the motivation of many people in an organization is guided by the promise that accomplishing a particular goal will result in specific rewards. The theory is guided by the knowledge that vast differences exist among individuals in their needs and the level of importance they attach to rewards. Therefore, this theory supports the reward variable in the study.

2.4.3 Resource Based View Theory

This theory suggests that when organizations put resources in a way that cannot be copied by its opponent, it can attain competitive advantage. According to this theory, employers set apart their competitive advantage by assessing their manpower frequently to ensure the right individuals are in the corporation for the precise jobs Barney, (2001). Moreover, the indicated theory thinks that organizations hoping to acquire a competitive advantage ought to support an active recruitment and selection criteria when recruiting Holtbrügge et al., (2010). The theory recognizes that organization's strength and weakness is based on the ability of the workforce, as well as nature of employee association developed in the business. The idea has also been echoed by various scholars who have treasured the need for organizations to nurture their skilled staffs for economic development Özçelik et al., (2016).

RBT focuses on the idea that the internal resources of a firm can be converted to be the origin of sustained competitive advantage (SCA) for the structure. RBT can help identify which kind of strategic alliance is likely to maximize competitive advantage through the pooling of internal resources.

2.4.4 Abraham Maslow Hierarch of Needs Theory

The theory was established in Maslow's 1943 paper. It is a theory that outlines the needs that inspire people's behavior from five viewpoints. Physical needs form the first level of needs that motivate the workers to perform better. People become satisfied or motivated with their work if they can afford essential and biological needs such as clothing, food, sex, and shelter.

The other perspectives of needs that lead worker job contentment are safety needs. The staff is inspired to perform better when they have job protection and security from their employers (Rue et al., 2003). The third level of the Maslow's needs focuses on employee job satisfaction and productivity that are deemed as social needs. Workers are highly likely to get fulfillment with their work if they possess sound interpersonal relations with their supervisors and workmates. Effective social interactions in the working environment help in eliminating boredom and enhancing the productivity of the employees. During the recruitment process, emphasize on your corporate culture and the opportunities your employees have to socialize.

The fourth perspectives of needs that impact staff job satisfaction are esteem needs. People with well-paying jobs tend to feel respected and recognized by society, hence improving their job fulfillment level. Your recruitment practices should make the candidate feel special even before the job offer. The final level of needs that affect the behaviors of the employees in a company and boost their morale is self-actualization. This is perceived as the highest form of personal satisfaction associated with employees or individuals to attain self-fulfillment and growth through personal growth.

The assumption of this theory supports any human resource management practice's ultimate goal: to train, reward, and recruit. The nexus to the chain of needs is that it starts at the bottom. One must fulfill the basic needs before moving to psychological needs and the need for self-fulfillment. If your workforce is not provided with a sustainable wage, it will not bring change in the workplace or improve productivity. Human resource management practices should work their way up the chain of needs, and they are more feasible to get an enthusiastic affirmative when one extends an offer. Therefore, this theory supports worker job fulfillment in this research.

2.5 Summary of Literature and Research Gaps

This segment reviews studies that were previously done by other researchers on human resource management practices and employee job fulfillment. It is very clear from the literature if such organizations plan to succeed in accomplishing their objectives and goals, they have to emphasize on training. Training is a practice carried out by firms that want to remain competent and relevant in the market due to the changing dynamics of the global business environment. Armstrong (2006), states that a lot of companies have reached the point of taking training as a strategic priority as opposed to a tactical response.

The recruitment of the right employees minimizes costs while maximizing output by enhancing efficient and effective application of the firm's wealth. The intention of the organization or employer is to facilitate the development of a large group of candidates during the recruitment process so that the best applicants can be selected for the available job positions in a competitive process (Beardwell et al., 2014; Rogelberg, 2006).

Table 2.5 Overview of Literature Review

Author	Study	Methodology	Focus of past study	Focus on present study
Ruvimbo *et al* (2014)	The effect of training on worker job fulfillment and retention among administrative employees at a tertiary organization in South Africa.	Descriptive research design -Target population was 120	To establish how Training affects employee fulfillment and retention at a tertiary organization in South Africa.	Effect of HRMP on worker job fulfillment in Kenya Airways -Target population 150 -Descriptive research design -J.K.I.A Nairobi county
Amadi, (2014)	The influence of training and development on employee performance at Safaricom Call Center.	Case study -Target population was 340	To establish how training and development, affects staff performance.	Effect of HRMP on employee job contentment in Kenya Airways -Target population 150 -Descriptive research design -J.K.I.A Nairobi county
Sima*et al* (2018)	The impact of company's training on job fulfillment and individual productivity of employees at Ahwaz Oil Company, Iran.	Stratified random sampling -Target population was 260	To identify how the education quality in an organization affects job fulfillment and employee individual performance.	Effect of HRMP on staff job satisfaction in Kenya Airways -Target population 150 -Descriptive research design -J.K.I.A Nairobi county
Wangechi*et al* (2018)	The impact of reward practices on the job satisfaction of workers in Nyeri County Government,	Descriptive research design	To establish the relationship between reward systems on the job fulfillment of staffs.	Effect of HRMP on employee job satisfaction in Kenya Airways -Target population 150

	Kenya.	-Target population was 162		-Descriptive research design -J.K.I.A Nairobi county
Axelsson and Bokedal, (2009)	The influence of rewards systems on motivating various generations at Volvo Car Corporation.	Case study -Target population was 20	To ascertain the connection between reward systems and motivating the different generations.	Impact of HRMP on staff job fulfillment in Kenya Airways -Target population 150 -Descriptive research design -J.K.I.A Nairobi county
Kampkotter (2016)	The influence of extrinsic and intrinsic rewards on job fulfillment, a case of call center staffs in Pakistan.	Questionnaire -Target population was 20	To establish the relationship between Extrinsic rewards and Intrinsic rewards on job contentment.	Impact of HRMP on staff job contentment in Kenya Airways -Target population 150 -Descriptive research design -J.K.I.A Nairobi county
Imocho (2017)	The impact of HRM practices on workforces satisfaction in manufacturing companies based in Nairobi City County, Kenya.	Questionnaire	To establish the impact of HRM practices on employee satisfaction in manufacturing firms.	Effect of HRMP on employee job satisfaction in Kenya Airways -Target population 150 -Descriptive research design -J.K.I.A Nairobi county

		-Target population was 20		
Rehman (2012)	The effect of recruitment, job satisfaction and retention practices adopted by the public sector of Pakistan.	Questionnaire -Target population was 225	To demonstrate the relationship between recruitment, job satisfaction, and Retention practices adopted by the public sector	Effect of HRMP on staff job satisfaction in Kenya Airways -Target population 150 -Descriptive research design -J.K.I.A Nairobi county
Ali and Ahmed (2009)	To investigate the relationship between reward and recognition policies on worker's satisfaction and motivation at Unilever companies.	Survey questionnaire -Target population was 80	To determine the relationship between reward and recognition programs on employees satisfaction.	Impact of HRMP on staff job satisfaction in Kenya Airways -Target population 150 -Descriptive research design -J.K.I.A Nairobi county

Source: Researcher (2021)

2.6 Conceptual Framework

A conceptual framework explains the interconnections that exist between variables and elaborates on how those variables address the issues of how and why a relationship is expected to exist (Mathooko, 2011). The relationship is diagrammatically presented below, where instructions of the arrows reveals the relationships linking the dependent variable. On the other hand, the independent variables, which are the HRM practices (training practices, reward practices, and recruitment practices), as shown, will be the key drivers of the dependent variable, which is job satisfaction.

Figure 2.1: Conceptual Framework

Independent Variables   **Dependent Variable**

Training Practices
On Job Training
Skill training

Reward Practices
Intrinsic reward
Extrinsic reward

Recruitment Practices
Internal Recruitment
External Recruitment

Job Satisfaction
Employee Retention
Employee Efficiency
Employee Participation
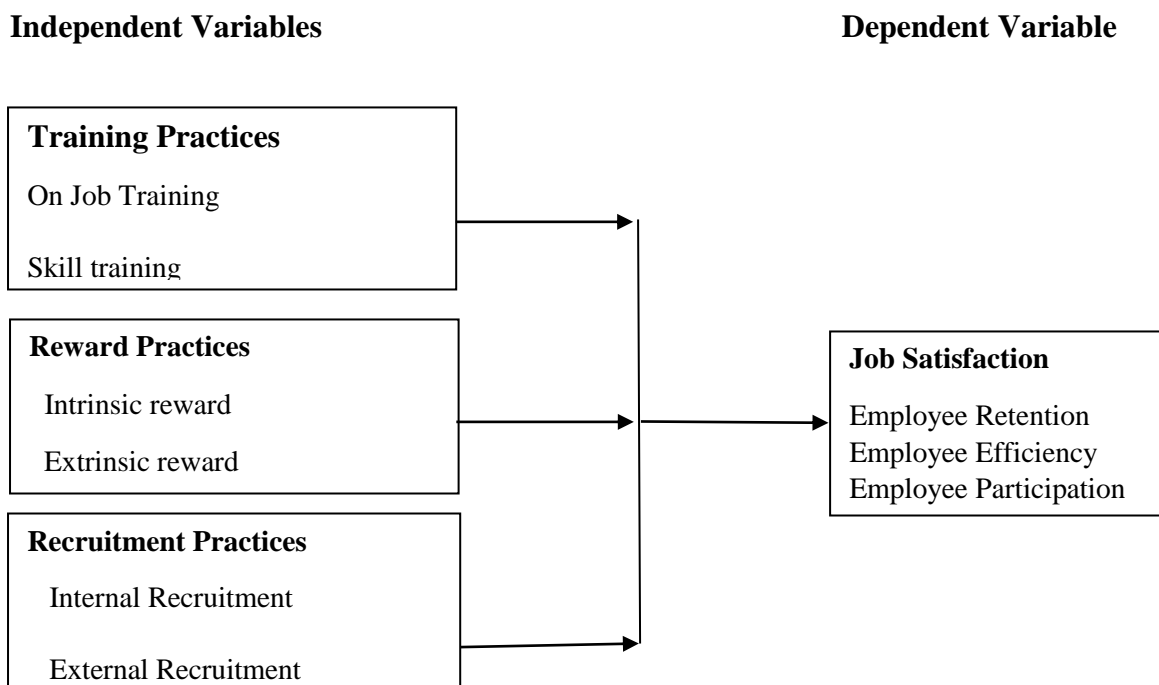
Source: Researcher (2021)

2.7 Discussion of Variables

2.7.1 Training Practices

Training can be denoted as a systematic and formal alteration of behavior trough learning that occurs because of instructions, planned experience, and education (Armstrong (2010). The training process helps in arming the staff with skills, attitudes, and knowledge to handle their job responsibilities more professionally. Most of the companies that used the traditional approach to training had little faith that it could sharpen the workforces' skills. They viewed training as an unworthy and costly practice that wasted the organization resources. However, the use of a modern approach in the recent past has changed the perception of training globally, as firms have appreciated the vitality of training. In the contemporary world, training is seen as a commitment tool as opposed to cost (Torrington et al., 2005).

Training is used most of the time to bridge the gap between current performance and expected performance in the future. Training is a function of HRD, which is crucial for HR practices (Farooq, 2005). Dessler (2008) argues that the training process should begin by determining the type of training needed. This analysis should be determined by whether it is current or new workforces undergoing the training. The leading role is to determine the needs of new workers, including what their work requires so that it can be broken into subtasks for easy training. The training needs of the current workforces can be carried out through the use of performance or task analyses. This helps in gathering information on the need competences, minimum standards required and other necessary information on the tasks to be carried out. Such an analysis identifies the gaps between the current and desired capabilities of a person (Dessler, 2008).

According to Rowden et al. (2005), a significant percentage of the people find psychological values obtained from the working area more satisfying than monetary pay. It is key to note that workers highly achieve job satisfaction when they receive better-designed training courses that are facilitated by professional and knowledgeable trainers (Chooset et al., 2007). Therefore, adequate training helps the staff to achieve appropriate behavior on the job and generate improved job satisfaction. Training is deemed an imperative factor in the service industry as it helps the workers find the meaning and purse of their work and boost their self-efficacy. Employees that deals with customer service recognize how they can handle the customers professionally and address their complaints on time by following the skills acquired in training. Customers develop a positive experience when their problems are tackled and need to be met. For that reason, service staff ended up improving their level of confidence, enjoys their job, and believe in their abilities to perform different tasks (McDonald et al., 2012). Kim et al. (2009) analyzed Thai hotel workers and drew the conclusion that training and job satisfaction are positively related.

2.7.2 Reward Practices

Rewarding is usually carried out to appreciate the efforts, achievements, and services provided by the staff. A reward can take various forms of encompassing benefits, recognition, and money, such as bonuses, inceptive pay, and salary. Companies provide rewards to their workers in an attempt to inspire them to be loyal, motivate performance, and retain them to continue giving value to the firm (Bellante, 2007).

Armstrong (2007) asserts two types of rewards: extrinsic and intrinsic rewards, where the latter takes financial form and the former nonfinancial form. Moreover, he insists that intrinsic rewards start with recognition and extend to capacity building. Some

specific intrinsic rewards include autonomy, development of new skills, empowerment, scholarship awards, career development, and maintenance of quality leadership. Extrinsic rewards don the other hand, incorporate contingent pay, basic pay, and employee benefit. Makhamara (2017), states that workers attach ultimate value to various rewards that they obtain from their bosses. When staffs fail to get any reward from their organization, their morale tends to go down hence reducing their performance and productivity. In an organizational setting, rewards take place in varied forms. It encompasses recognition-based rewards, free trips, cash bonuses, and free merchandise. Rewards are crucial to the organization as they have a lasting effect on the workers as it continues to make the employee feel that they are highly valued and appreciated by their employers (Johnson, 2004).

Danish et al. (2010) defines recognition as a scenario where the workers are rewarded based on different status. Some intrinsic rewards, such as feedback, growth, opportunities, and recognition, help employees achieve high job contentment within their organization. Therefore, managers need to have the ability to promote the satisfaction of the employees, even if the entire process is complicated. Employee fulfillment involves various related factors that a manager who plans to achieve it should conduct a critical study on achieving it successfully. Different feelings of dissatisfaction and satisfaction occur when the staff carries out a comparison of their inputs to their jobs, such as effort, skills, and education, with the blend of extrinsic and intrinsic rewards they receive from their employer.

Additionally, several authors have argued that job fulfillment is achieved by mixing different rewards instead of a single reward (Shanks, 2007; Bessell et al., 2002; Drake et al., 2007; Eshun et al., 2011). None of the two categories of rewards can be used in

place of the other if an organization wants to achieve improved performance and job satisfaction.

According to Dartey-Baah (2010), if the managers and supervisors, who are valued by the workers, appreciate the employees' contributions by giving them credit where it deserves, then the staff gets satisfied and commits themselves to their job. Thus, organizations have started understanding the importance of recognizing and using non-financial rewards to appreciate the workers to encourage them and strengthen aspired behaviors (Long et al., 2010). Danish et al. (2010) contends that workers for the workers to be committed to the organization; different forms of recognition must be provided to make sure that they are appreciated and motivated. Yaseen (2013) noted that workers develop loyalty to their organization and become satisfied when their job is recognized and appreciated by the organization.

Hall et al. (2013) carried out an empirical analysis that confirmed that use of incentives increases the value attached to the employees' work goals. When workers are rewarded for meeting and surpassing their targets motivate them to focus more on the rewarded task, a practice that enhances their satisfaction. Also, it appeared, rewarding strengthens the level of confidence and loyalty of the employees. Therefore, rewarding systems should be well designed to increase staff commitment, congruence, motivation, and cost-effectiveness (Snelgar et al., 2013). Uzman (2010) developed empirical evidence supporting the above discoveries by reviewing the categories of rewards that the staff deems to be the most crucial to South African workers. He found that over 95 percent of the workers who contributed to the study proved that sufficient rewards like salary and bonus pay stimulate the staff to achieve the desired outcomes.

2.7.3 Recruitment Practices

The recruitment process involves attraction, screening, and selection of the individuals who qualify for the given job (Hoover, In Press). Montana et al. (2009) affirm that recruitment is a lengthy process that entails sourcing of the needed candidates through advertising or other techniques, screening of the candidates through interviews, and tests and selection of the applicants based on their results tests and induction to make sure the preferred nominees accomplish their mandates efficiently. Recruitment is an essential element of the firm's resourcing strategies that helps in getting the needed people on board so that the company can succeed and survive in the medium-term and short-term (Clarke, 2008). The main focus is to match the potential applicants' interests and capabilities with the expected demands and rewards of the specific task.

The intention of the HRM practices is to guarantee that the workers in an organization are utilized to help the employer get the maximum possible benefits from their competencies, and workers receive both psychological and material rewards from their job. In the contemporary world, staffing function has become very important due to the increasing organization size, the evolvement of technology, and complex human behaviors (Chhabra, 2005). Staffing function entails those activities that are fundamental to man and manage different positions within the organizational structure. HR managers' role is to ascertain the needs of the employees depending on the type and number of the individuals for the job, recruitment and selection process, and training of the workers in order to perform their duties effectively (Chhabra, 2005).

Horwitz (2008) insists that the shortage of skills is a risk to economic development and growth. He contends that any strategy for retention is crucial in the global market that experiences a deficiency of qualified employees. Thus, it is paramount for the government, private sector, public sector, and the business leaders to this threat to promote retention component to achieve competitiveness and better service delivery. According to Moseley et al. (2008), retention of workers is critical to companies as it results in increased turnover hence creating instability due to increased workload that stresses the remaining workforce causing job dissatisfaction. Such a situation has a likelihood of a turnover cycle. For that reason, recruitment plays a significant role in making sure that employee performance is enhanced and satisfied with their duties. Selection of the staff should happen not only to add workforce or replace the leaving employees but ensure that employees who are committed and can perform to their level best leading to a high degree of job fulfillment are obtained (Ballantyne, 2014).

2.7.4 Employee Job Satisfaction

Job fulfillment is a term that illustrates people's attitudes toward liking or hating their job. It is a feeling that that staff has on their job. A job can be defined as the level of positivity or negativity individuals feel about their work (Ivancevich, 2005). Job fulfillment for the workers is a supreme requirement for the organization as it influences the rate of productivity. When the staffs are satisfied with their job, they produce a quality performance that leads to the continuous growth of profits. Contented workers are considered to be innovative and creative as they come up with ways that enable the firm to expand and positively change with time to deal with dynamic market conditions. The satisfaction of employee is a phenomenon that is turning out challenging off late for many firms including those in the telecommunication sector because of various factors like the level of competition,

employee-manager relations, differences in the degree of employee and employer expectations, cost of hiring, and availability of the right skills among others. The employers should provide strategic efforts to ensure that current workers are satisfied to lower the cost of high turnover and boost the rate of retention. Mitchell et al. (2001) noted that voluntary turnover is a crucial problem for a myriad of companies.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter focuses on the methods of research. The section focused on the following parts: research design, target population, sample size, sampling method, data collection tools, procedure, data analysis and presentation.

3.2 Research Design

In this study, a descriptive research design established the interrelation linking the independent variables and dependent variables and determine any connection that exists linking the variables. This approach to research is considered effective as it answers questions like where, when, how, what, and who of a phenomenon (Kothari, 2014). According to Mugenda (2006), a descriptive research design of study assists in the collection, summarization, presentation, and interpretation of data by the researcher with ease of any clarification needed. Also, it analyzes the problem critically by examination of specific and detailed information about the topic that is valuable to organizational management.

3.3 Target Population

Mugenda (2006) spells out a population as a precise group of persons, episodes, modules, amenities and collection objects that are studied in research. On the other hand, a target population is a portion that the researcher wants to focus on to draw a wide range of information in the study (Coolican, 2013). KQ Human Resource (2020), the airline had 1501 staff at J.K.I.A Nairobi City County. The study's sample size comprised of 150 employees which is 10% of the target population. The participants obtained from different departments within the organization included HR,

Operations, Finance, Commercial, and Flight Operations. These groups were targeted by the researcher as they are the first implementers of the HRM practices. Table 3.1 illustrates the target.

Table 3.1: Target Population

Department	Population size
Flight Operations	710
Human Resource	30
Finance	45
Operations	580
Commercial	136
Total	**1501**

Source: Researcher (2021)

3.4 Sample and Sampling Techniques

The researcher focused on 10% of the desired population in the study, with a selection scope of 150. Also, the research utilized a stratified random sampling technique since the target populace is heterogeneous; this ensured each subgroup received proper representation in all departments within the population (Mugenda 2006). The desired sample was determined by first grouping the 1,501 employees into the various departments. The researcher ensured the inclusion of various population characteristics of KQ, such as managers, departmental heads, and support staff in each department. This is because they have an accurate picture of how HRM practices affect the nature of job fulfillment. Cooper et al. (2009) recognized that when the population of a study is below 10,000, it is recommended to draw a scope of 10% to 30%, which is a suitable depiction of the targeted population and adequate for carrying out a comprehensive analysis.

Table 3.2: Sample Size

Department	Population size	Population percentage	Sample size
Flight Operations	710	10%	71
Human Resource	30	10%	3
Finance	45	10%	4
Operations	580	10%	58
Commercial	136	10%	14
Total	**1501**	**10%**	**150**

Source: Researcher (2021)

3.5 Data Collection Instruments

The research gathered data from primary references that was employed in the research effectively. It was the researcher's role to develop a research instrument concerning the study objectives. Primary data was crucial as it provided first-hand information; hence it was collected using questionnaires. According to Mellenberg (2008), a questionnaire is helpful in the collection of objective data since the respondents are not easily influenced in a certain direction, and also it helps in obtaining data from a significant sample within a limited time. Therefore, the questionnaire was designed into two segment; the introductory part aimed at gathering general and demographic data, whereas the second section required information related to the study objectives. A five-point Likert scale grade the responses. The scale had five as the highest point, and one as the lowest as follows: 5-Strongly Agree (SA), 4-Agree (A), 3-Undecided (UD), 2-Disagree (D), 1- Strongly Disagree (SD).

3.6 Data Collection Procedure

The data was clustered using the following approach. The analyst acquired a letter of introduction from Kenyatta University. In addition, the researcher further sought consent from NACOSTI (National Commission for Science, Technology, and Innovation) to conduct the study. The researcher explored various departments to talk to the supervisors in control to get permission to gather the necessary data from every department. The gathering of data was enabled by way of structured questionnaire. The administering of the form was through the department supervisors and were returned through them and picked by the researcher. Follow-ups was carried out through personal visits and calls to expedite the exercise.

3.7 Pilot Study

This is a controlled trial or a small-scale preliminary study to evaluate whether the important elements of the main study are practicable. Cooper et al. (2009) stress that after the finalization of a questionnaire, it is crucial for the researcher to carry out a test in the target filed before the actual exercise of collecting data. The researcher carried out a pilot test of 15 participants randomly selected from various departments that are not part of the target sample. The pilot study used fifteen questionnaires, as it made 10% of the sample size.

This exercise was critical as it got rid of ambiguities and repetitions to enhance the clarity of questions and guarantees completeness. In this way, the validity of the instrument was improved. Regarding questionnaires, subjects were invited to complete the questionnaires, to give their comments on the clearness of instructions and question items, and to propose any additions and rectifications that can be made to better the instrument. The pilot study's central idea was to prove whether the data

collection instruments obtained the needed information and make any further improvements on the instruments for collecting data. It checked the content's validity and checked the facts and validity of the content collected by questionnaires. Also, the pilot study helped in estimating the time the participants were likely to take to complete filling the questionnaires. The obtained feedback guided the subsequent revision of the questionnaire. To eliminate any form of ambiguity, the key variable was correctly aligned with the relevant questions.

3.8 Validity and Reliability of Research Instruments

3.8.1 Validity of the Research Instrument

Validity involves determining whether the framing of the question is clear and precise. It helps in finding the appropriate data to answer questions by investigating, transforming, modeling, and cleaning the data with the aim of selecting valuable information. The researcher adopted content and face validity in measuring the accuracy of the instrument. The researcher also sought expert views from the thesis supervisors and professionals in this field to foster the content's validity. Instruments inspection was conducted to enhance face validity. Bless et al. (2006) insists that face validity deals with the manner in which the respondents perceive the instruments. For example, an instrument can seem intricate or straightforward. Discrepancies of such sort may influence the willingness of the participants to fill in the questionnaires as required. The five-point Likert scale was utilized to address the concerns surrounding construct validity. The Likert scale guides the respondents to provide their views and opinions to help the researcher gather objective data.

3.8.2 Reliability of the Research Instrument

This is the level in which the tool yield similar results on repeated trials (Orodho, 2009). Therefore, the degree of consistency to determine whether it can be relied on to give similar results on several trials in measuring theoretical notions. Cronbach's Alpha is a coefficient that indicate how best the items in a group correlate positively with each other. It detects the internal consistency among the elements within the set where a value of 1 is deemed to be higher as far as internal reliability and consistency are concerned. But where the coefficients are around 0.90, the reliability is deemed as excellent, measures of around 0.80 are considered very good, and measures of around 0.70 are regarded adequate (Koul, 2005; Revelle et al., 2006).

3.9 Data Analysis and Presentation

The questionnaires were cross-examined for consistency and completeness of the data collected. The data derived out of the completed examination was modified, computed, classified on a similarity basis and entered into SPSS V21 Software for interpretation. The quantitative information was evaluated to get descriptive statistics for presenting and summarizing statistics using central tendencies (mean and standard deviation) and percentages where figures and tables were used to represent data.

Multiple linear regression analyses was utilized to check the association that prevails amid the variables. Kothari (2014), argue that the technique enables one to grasp large quantities of data and communicate with the crucial elements and concepts of the research study. Multi regression equation was used in the study since it has three independent variables.

$$Y = \beta_0 + \beta 1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \text{ę}$$

Y= Job Satisfaction at Kenya Airways

$\beta_{0=}$ constant

β_1, β_2, β_3 and β_4 = coefficient of determination of Independent variable

X_1; =Training Practices

X_2; = Reward Practices

X_3; = Remuneration Practices

A mathematical or statistical error is a term created when the actual relationship between the dependent variables and independent variables do not entirely represent an actual relationship. Based on the incomplete relationship portrayed by the model, the error term is the difference at which the equation varies throughout the experimental examination.

3.10 Ethical Consideration

Ethical issues usually come out during a research study. Thus, in this study, issues related to ethics such as privacy, anonymity, informed consent, and confidentiality were adhered to. Saunders et al. (2009) assert that ethics is the standard of behavior or norms that direct moral decisions on how humans behave and relate with other people. The researcher gave the respondents the entire details, objectives and intent of the study for them to come up with a well-informed conclusion on playing a part in the study or not. Additionally, personal information concerning the participants' personality and identity was protected and handled with the highest confidentiality. Furthermore, all the data collected was used for the intended goal.

CHAPTER FOUR

DATA ANALYSIS AND DISCUSSION

4.1 Introduction

The chapter examines the results scored from the questionnaire. It discusses the characteristics of the respondents, their opinions on the human resource management practices on job satisfaction of Kenya Airways Nairobi City County. The researcher provided tables that summarized the responses.

4.1.1 Response Rate

The research involved extensive effort to reach all the respondents who were employees from the flight operations, human resource, finance, operations, and commercial departments in the organization. Following the distribution of 150 questionnaires, 114 questionnaires were deemed adequately filled and hence were subsequently usable in the analysis. Thus, the response rate was 76%. The amount seemed adequate for analysis purposes. This rate was considered adequate for data analysis since according to Khan (2006) return rates of more than 60% is considered very good. This reaction rate is presented in Table 4.1.

Table 4.1: Response Rate

Number of Questionnaires Issued	Number of Returned Questionnaires	Response Rate (%)
150	114	76%

Source: Researcher (2021)

4.1.2 Reliability Results

A pilot analysis was performed to determine the authenticity of the questionnaire. The investigation engaged a sample of 10. Reliability study was afterwards executed using Cronbach's Alpha, this monitors the internal consistency by constituting if definite units in a scale test are matching. The outcome is shown below on Table 4.2

Table 4.2: Reliability Coefficients

Variables	Cronbach Coefficient	Alpha	No of Items
Training	0.75		5
Reward	0.76		5
Recruitment	0.71		5
Job Satisfaction	0.74		5

Source: Researcher (2021)

Table 4.2 shows the research outcomes based on the findings Cronbach for training was 0.75 reward was 0.76, recruitment was 0.71, and job satisfaction was 0.74. This is an indication that all scales were dependable as their efficacy are more than the recommended margin of 0.7. Therefore, this shows the research instrument was reliable.

4.2 Demographic Analysis

The study involved the determination of the population attributes of the respondents as they underscore absolute variables that provided insight about the individuals. The characteristics for consideration were gender, specific ranges of age, education level, and work experience of the respondents.

Table 4.3: Gender of the Respondents

Gender	Frequency	Percentage (%)
Female	65	57
Male	49	43
Total	**114**	**100**

Source: Researcher (2021)

As evident in table 4.3, the silent majority were female, who constituted 57 % of the subjects Male comprised of 53 % of the respondents as shown in Table 4.3. The distribution represented a fair gender balancing, which was good for the study as the views of both women and men pertaining job satisfaction was captured.

4.2.1 Age Group

The age categories for the respondents are as shown below.

Table 4.4: Age Group of the Respondents

Age Group (years)	Frequency	Percentage (%)
Below 25	10	9
26-34	51	45
35-44	40	35
Over 45	13	11
Total	**114**	**100**

Source: Researcher (2021)

Table 4.4 indicates that the predominant set were between 26 and 34 years, comprising 45% of the respondents, followed closely by the age confines of 35 to 44 years at 35%. The age range of between 18 and 25 years made up 9% of the subjects, while those above 45 years comprised 11% of the same. This clearly depicts that this organization attracts a large number of youngster.

4.2.2 Highest Education Level of the Respondents

It was important to verify the eminent education level held by the respondents in order to establish if they were endowed with relevant knowledge on human resource management practices affecting job satisfaction. The outcome for the highest academic attainment of the appellant is as evident in Table 4.5.

Table 4.5: Highest Educational Level of the Respondents

Highest Educational Level	Frequency	Percentage (%)
Diploma	19	17
Bachelor's degree	72	63
Master's degree	23	20
Total	**114**	**100**

Source: Researcher (2021)

Table 4.5 indicates majority of the respondents hold a bachelor's degree as their eminent educational attainment, comprising of 63% of the individuals. 17% of the respondents had a diploma has their greatest educational achievement, while the remaining 20 % reported a master's degree as their highest attainment. This indicates that the population is well.

4.2.3 Respondents Work Experience

This study also endeavored to recognize experience of employees in KQ. The results are as shown in Table 4.6.

Table 4.6: Respondents Work Experience

Work Experience (years)	Frequency	Percentage (%)
Less than one	14	12
1-5	36	32
6-10	28	25
11-15	15	13
16-20	12	10
More than 20	9	8
Total	**114**	**100**

Source: Researcher (2021)

Based on the results, a better part of the interviewees had a job experience of one to five years comprising 32%. Similarly, many of the respondents, precisely 25%, had a work practice of 6 to 10 years. Further, those with work experience of less than a year comprise of 12% of the individuals, those with 11 to 15 years' experience are 13% of the subjects, and respondents with 16 to 20 years' experience are 10%. Individuals with more than 20 years' experience comprise only 8% of the respondents. This indicates they were fully aware of what was going on in their corporation, to be proficient to respond to the queries appropriately.

4.3 Training Practices

The study desired to establish the training practices in KQ. The respondents using a likert scale of 1-5 ranging from; 1+ strongly disagree (SD) = strongly agree (SA) were requested to reveal their level of agreement or disagreement. The results are summarized in table 4.7

Table 4.7: Training Practices

Statement	Mean	Std. Deviation
Newly recruited employees are inducted on the job	3.59	0.80
Organization performs on-the-job training programs periodically	3.76	0.85
Employees' make use of their acquired skills and abilities as much as they should	3.57	0.72
There exists a scheduled annual training calendar for all cadres to address the training gaps	3.74	1.08
Employees receive sponsorship for training programs related to their job	3.94	0.98
Overall Mean	**3.72**	**0.89**

Source: Researcher (2021)

Table 4.7, shows a better part of the respondents agreed that there is a training calendar for all cadres that address all their training needs. A mean score of 3.72 showed this. Respondents also established they receive sponsorship for training programs related to their job as shown by a mean of 3.94. It was also revealed that organization performs on-the-job training programs periodically to employees who have joined the organization and employees who have moved from a different department. This was shown by a mean of 3.76. Further findings showed that newly recruited employees are inducted on the job immediately they join the organization as depicted by a mean of 3.59. Majority of the respondents stipulated that they make use of their skills and abilities as much as they should after undergoing training. This was shown by a mean of 3.57. The overall mean of 3.72 is evident that the employees get the training they need to do their job well. This is in agreement with (Dabale, W. P., Jagero, N., & Nyauchi, M. 2014) who had similar conclusions that were favorable between perceived training effectiveness and employee job satisfaction.

4.4 Reward Practices

The study sought to establish reward practices in KQ. The respondents using a likert scale of 1-5 ranging from; 1+ strongly disagree (SD) = strongly agree (SA) were requested to denote their level of agreement or disagreement. The outcome are summarized in table 4.8

Table 4.8: Reward Practices

Statement	Mean	Std. Deviation
Satisfied with the organization's existing benefit package	3.87	0.61
Employees receive praise and recognition from seniors	3.9	0.61
Organization pays for academic and professional qualifications and experience	3.82	0.72
Company offers adequate opportunities for promotions and career development	3.76	1.08
Employees' salary is equitable with their colleagues' in the firm and those within the aviation industry	3.61	0.89
Overall Mean	**3.8**	**0.78**

Source: Researcher (2021)

The researcher examined reward practices in KQ. Respondent agreed that an employee pay is determined by their experience, academic and professional qualifications. A mean count of 3.8 shows this. Respondents also agreed that their employees receive praise and recognition from their seniors. As shown by a mean of 3.9. It was also revealed that the organization offers adequate opportunities for promotions and career development this was demonstrated by an average of 3.76. Most of the respondents acknowledge that they are contented with the corporation existing benefit package as shown by a mean of 3.87. Further finding showed that employee salary is not equitable with their colleagues' in the firm and those within the aviation industry as depicted by a mean of 3.61. The overall mean of 3.8 indicates that

reward is significant. This is in agreement with Aziri (2010) who concluded in his study that reward positively affects job satisfaction.

4.5 Recruitment Practices

The study needed to establish the recruitment practices in KQ. The respondents using a likert scale of 1-5 ranging from; 1+ strongly disagree (SD) = strongly agree (SA) were desired to reveal their level of agreement or disagreement. The calculation are outlined in table 4.9

Table 4.9: Recruitment Practices

Statement	Mean	Std. Deviation
Completely satisfied with the organization's recruitment practices	3.26	1.16
There is complete information about the qualifications prescribed to perform a job ahead of recruitment	3.97	0.73
There is consideration of internal promotion for those with experience and qualification	3.36	0.94
There is mandatory medical test before being hired	3.68	1.06
All heads of departments/ divisions participate in the recruitment process	3.64	0.94
Overall	**3.58**	**0.96**

Source: Researcher (2021)

From the outcome in Table 4.9 a better part of the employees agreed, there is complete information about the qualifications prescribed to perform the job prior to being hired this was indicated by a mean score of 3.97. Respondents also agreed there is mandatory medical test before being hired as shown by a mean of 3.68. It was also revealed that 3.26 were satisfied with the organization's recruitment practices. Majority of the respondents concur that all heads of departments engage in the recruitment process. This was shown by a mean of 3.64. Further finding showed that there is consideration of internal promotion for experienced and qualified individuals

as depicted by a mean of 3.36. The overall mean of 3.58 indicates that recruitment practices are significant in the organization. This is in agreement with Ileana Petrescu & Simmons (2008) study that endowed that; recruitment practices had a favorable effect on employee job satisfaction.

4.6 Inferential Statistics

Inferential statistics recommended in the study incorporated the use of correlation analysis and multiple regression analysis. The utilization of different tests was pushed by the necessity to collaborate reactions and to further query the outcome to find out more concerning the underlying sequence describing such results.

4.6.1 Correlation Analysis

The study used correlation analysis in assessing the relationship between variables. The study evaluated the relationships that are essential amid the independent as well as dependent variables. It was applied to check the degree of connection between variables under examination. The coefficient extent from -1 to +1, where there is a negative rate, there is negative correlation and positive rate indicates a positive correlation. The results regarding this were summed up and described in Table 4.10

Table 4.10: Correlations Matrix

	Job Satisfaction	Training	Reward	Recruitment Practices
Job Satisfaction	1			
Training	.742	1		
Reward	.751	.416**	1	
Recruitment Practices	.520**	.143**	.163	1

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

Source: Researcher (2021)

The correlation review shown in Table 4.11 implies comparable affiliation connecting each of the independent variables together with dependent variable remained all significant at the 95% confidence level. The consumption study to influence the connection linking training practices and employee job satisfaction (r = 0.742, $\rho<0.05$) showing that training practices had a positive correlation with job satisfaction. The correlation analysis to determine the affinity linking reward practices and employee job satisfaction (r = 0.751, $\rho<0.05$ Showing that reward practices had a positive correlation with job satisfaction The analysis to decide the interconnection amid recruitment practices and employee job satisfaction was 0.520, $\rho<0.05$) demonstrating that recruitment practices had a positive correlation with employee job satisfaction.

4.6.2 Multiple Regression Analysis

Multivariate regression analysis was used to govern the significance of the connection linking the dependent variable and all the independent variables put together. This evaluation was used to resolve the questions; how do the independent variables influence the dependent variable collectively; to what extent does all independent variable affect the dependent variable in such a combined set-up, and are more significant factors. The results are given in the model summary in Table 4.11.

Table 4.11: Multiple Regression Analysis Model Summary

Model	R	R Square	Adjusted R Square	Standard Error of the Estimate
1	.785[a]	.616	.593	0.556

Predictors: (Constant), Training Practices, Reward, Recruitment Practices.

Source: Researcher (2021)

Table 4.11 points out that the coefficient of resolution that is the probability variation in the dependent variable is supported along the difference in independent variables (training practices, reward and recruitment practices). The discussion shown in table 4.11 is eminent that a strong positive relationship prevails among the study variables as shown by 0.785. The regression model R square is 0.616, which accounts for 61.6% influence level on job satisfaction and 38.4% accounts for the variance, which implies that further studies need to be conducted on other variables to fill the gap.

From the above statistics, the analysis established that regression model had a significance level of 0, which is a signal that the data was ultimate for preparing a verdict on the population parameters as the value of significance was less than 5%. This indicates that the overall regression model is significant.

Table 4.12: Regression Coefficients result

Model	Unstandardized Coefficients		Standardized Coefficient	t	Sig
	B	Std. Error	Beta		
(Constant)	1.67	.516		3.24	0.002
Training	.703	0.223	.312	3.15	0.002
Reward	.847	.157	.393	3.16	0.002
Recruitment	.597	.274	.033	3.09	0.003

Source: Researcher (2021)

4.6.3 Regression Coefficient Results

Multiple regression analysis was carried out so as to regulate the association between employee job satisfaction and the three variables.

$$Y = 1.67 + (0.703X_1) + (0.847 X_2) + (0.597X_3).$$

From the above regression model, all independent variables have a favorable coefficient. This shows that there is a positive relationship linking dependent variable taking all factors into account (training practices, reward, recruitment practices and performance appraisal practices) constant was 1.67. Training practices was established as the second most factor that affects job satisfaction, it had a positive and significant relationship with job satisfaction in KQ with a beta value of ($\beta 1 = 0.703$). Reward was identified as the most significant variable that affect job satisfaction with a beta value of ($\beta 2 = 0.847$). The study findings also showed that recruitment practice was the least significant variable of the study in affecting job satisfaction with a beta value of ($\beta 3\ 0.597$). Looking at the p values of all the three variables, they had ($p < 0.05$). Therefore, the study finds that each of the variables of the present study were significant to employee job satisfaction.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter presents a comprehensive abstract of the major discovery, the inference that are drawn from these findings and the guidance developing and made from these interpretation. To achieve this, the study sought to demonstrate the outcome of training practices, reward practices and recruitment practices on job satisfaction. The section below summarizes the study findings by objective.

5.2 Summary of Finding of the Study

The study elements that measured training practices agreed that training exists in Kenya airways Nairobi City County; they confirmed that training assists them to do their job well. In fact, they are given training on a regular basis relevant to their job. In addition, they get training from the company for their next promotion. Another indicator on training practices was staff development which respondents strongly agreed and indicated that they receive sponsorship in training.

Additionally, the training programs are practical and are tailored to address the challenges at work. The relationship between training practices was positive and significantly correlated to job satisfaction.

The study objective was to determine whether reward affects employee job satisfaction in Kenya airways Nairobi City County in Kenya. The study elements that measured reward agreed that extrinsic and intrinsic reward motivate employees to perform effectively. As such, outstanding employees receive praises and recognition from their employers. The study shows respondents were satisfied with the pay structure comparative to the market rates in the airline sector. The study to examine

the relationship connecting reward practices was positively related with employee job satisfaction.

The study objective was to determine whether recruitment affects employee job satisfaction in Kenya airways Nairobi City County in Kenya.The study elements that measured recruitment agreed KQ advertise for openings online. While plugging for posts, they guarantee that there is work equity. Postulant for the job go through structured interviews, where the candidate's resume, allusion and qualifications are examined thoroughly. Once classified suitable candidates are informed about the qualifications required to perform the job before being hired and then taken through a medical test. The correlation study to establish the relation linking recruitment activities was positively and significantly correlated to job satisfaction.

5.3 Conclusion

The study concludes that training furnish workers with more mastery and expertise, making them execute in a better way. Employees who achieve better performance because of training also evince rise in the measure of satisfaction. The study concludes that good reward packages have soaring levels of duty and gratification at work. It can therefore be concluded that the organization influenceively retains suitable employees by making certain that their pay and benefits are superior as compared to competitors. Recruiting competent workers is a vital precedence for organization that focus at distributing knowledge throughout the organization. It is therefore clear that for future survival of the organization prominence should be put on recruitment after all it not just enhance job contentment but also builds up organizational proficiency through productivity.

Therefore, the study finds that utterly the variables of the present research were all notable to employee job satisfaction.

5.4 Recommendations for Policy Implication

The research determined that most company's endeavor for employee job satisfaction, even so not all accomplish this target. That is why it is salient for human resources professionals to realize additional factors that can increase job gratification. The study further recommends that, despite the organization having a good training program, more is needed especially during orientation and regular coaching of employees to feel part of the company. Employees should be properly trained to adopt new technology and professional trainings should be supported for the organization to have a succession planning policy by producing future leaders for higher-level jobs. Such practice will promote employees work goals hence increased job satisfaction.

The study established that the organizations should focus to offer pay and benefits equal to competitors to motivate workers to remain dedicated to the company and reduce the high turnover rate among the technocrats. The management of KQ ought to link their reward package to that of its competitors to see where to improve. Good remuneration is not the only basis why workers realize gratification in their jobs, but it's generally ranked high on the list. Competitive pay normally compel employees to feel valued, and gives them less motivation to look elsewhere for labour.

In order for companies to garner the benefits of the recruitment of employees and in turn enhance job satisfaction, recruitment process should done very carefully according to the best ability of the employee concerned. It is key that they culminate the expertise and attitude to which they affix the highest preference. When an organization has undertaken recruitment of employees, the new workers need to be

trained and developed so that they are well versed with knowledge on new tendencies and challenges. In so doing, growth of the organization will be sustained as well as job satisfaction.

5.5 Recommendation for Further Research

This study concentrated on three independent variables and one dependent variable therefore additional research can be done on other variables so that their effect on job satisfaction can be determined. The study advocates that an indistinguishable investigation should be conducted in Kenya Airways Mombasa City County and Kisumu City County since their experiences may be different from those of Kenya Airways Nairobi City County. A similar study can be replicated in agricultural manufacturing or health industries outside aviation industry to find out whether it will yield the same information.

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APPENDIX 1: INTRODUCTION LETTER

SUSAN WANJIKU OBONYO

C153/OL/CTY/27584/2018

KENYATTA UNIVERSITY

Dear Sir/Madam,

REF: AUTHORITY TO CONDUCT RESEARCH

I am a postgraduate student pursuing a master's in public policy administration in Kenyatta University, in the framework of the program the researcher is required to write a project. The subject of the proposal is "HUMAN RESOURCE MANAGEMENT PRACTICES ON EMPLOYEE JOB SATISFACTION IN KENYA AIRWAYS, NAIROBI CITY COUNTY." The researcher thus, humbly implore you to help her by filling this questionnaire to be able to conclude the project. The particulars you provide here as well as the names of your institutions will remain confidential for basis of this research. The results of the research will be constructive to Kenya Airways.

Yours faithfully,

SUSAN OBONYO

C153/OL/CTY/27584/2018

APPENDIX 11: DATA COLLECTION INSTRUMENT

QUESTIONNAIRE ON HUMAN RESOURCE MANGEMENT PRACTICES ON EMPLOYEE JOB SATISFACTION AT KENYA AIRWAYS, NAIROBI CITY COUNTY.

This structured questionnaire has been split into sections based on the empirical of the study. Section 1 asks questions on general information about the employees. Section 2 asks questions on the research topics.

SECTION 1:0 BACKGROUND INFORMATION

Instructions:

The following particulars pertains to your personal background. Please complete each item by ticking where proper.

Gender: **Male** ☐ **Female** ☐

D**epartment**…………………………………………………………….

Highest Level of Education: Primary Secondary College University

☐ ☐ ☐ ☐

Other (specify)……………………………………………

Years of Service 1 to 3 years ☐ 4 to 6 years ☐ 7 to 10 years ☐ over 11 ☐ years

SECTION 2.0

Instructions: Please put one tick in the column that corresponds to the response that fits your opinion

Q1. Training Practices and Employee Job Satisfaction

What is your level of identity with the following assertion that relate to training?

(Use the Scale:

> 1. *Strongly Disagree (SD),*
>
> 2. *Disagree (D)*
>
> 3. *Undecided (UD)*
>
> 4. *Agree (A)*
>
> 5. *Strongly Agree*

No.	Statement	1	2	3	4	5
1.	The newly recruited employees are inducted/oriented on the job.					
2.	My company performs on-the-job training programs periodically for employees to acquire more knowledge and skills.					
3.	Do you feel like your job makes use of your acquired skills and abilities as much as it should?					
4.	There is an annual training calendar Scheduled all the cadres to address the training gaps.					
5.	I am usually sponsored for training programs that are relevant to my job					

Q2. Reward Practices and Employee Job Satisfaction

What is your level of association with the following assertion that relate to Reward?

(Use the Scale:

> 1. *Strongly Disagree (SD),*
>
> 2. *Disagree (D)*
>
> 3. *Undecided (UD)*
>
> 4. *Agree (A)*
>
> 5. *Strongly Agree*

No.	Statement	1	2	3	4	5
1.	How would you pace your gross contentedness with the current benefit package offered by the organization?					
2.	Employees receive praise and recognition from their seniors.					
3.	My organization pay for academic and professional qualifications and experience					
4.	Does the establishment offer ample opportunities for promotions and career build out?					
5.	I discern my earnings to be fair with my colleagues on the same cadre in my organization and those in different airline industry.					

Q3. Recruitment Practices and Employee Job Satisfaction

What is your take on the following statements that relate to recruitment? (Use the

Scale:

1. *Strongly Disagree (SD),*

2. *Disagree (D)*

3. *Undecided (UD)*

4. *Agree (A)*

5. *Strongly Agree*

No.	Statement	1	2	3	4	5
1.	Employees are fully satisfied with the recruitment practices in the organization.					
2.	Employees are utterly enlightened about the qualifications necessary to perform the job before recruitment.					
3.	Internal promotion is considered for those with experience and qualification.					
4.	Employees must undergo a mandatory medical test before being hired.					
5.	All division/ departmental / section heads are involved in recruitment process					

Thank you very much for your participation

APPENDIX 1II: BUDGET

Expense	Justification	Cost
Stationery	Writing materials (pens, paper and notebooks)	5,000
Internet cost	Browsing	6,000
Data Collection	Transport to and from Kenya Airways	10,000
Analysis of Report	Analysis and processing	11,000
Printing and Binding	Printing and typesetting various project copies for assessment and defence	8,000
Miscellaneous/Contingency	Calculated at 10% of the total cost	4,000
TOTAL		**44,000**

APPENDIX IV: WORK PLAN

Time	January	Up to end of October	December to February 2021	July	August
Activity					
First draft	■				
Corrected draft		■			
Proposal defense and Pilot study			■		
Data collection and analysis				■	
Report writing and project submission					■