

**THE EFFECTS OF JOB SATISFACTION ON ORGANIZATIONAL
PERFORMANCE THE CASE OF KENYA MEDICAL TRAINING
COLLEGE**

BY

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**A RESEARCH PROJECT SUBMITTED IN PARTIAL FULFILMENT
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ABSTRACT

Work force is said to be the most vital asset playing pivotal role in the development and performance of companies. But the question that whether all of the employees are equally important asset for organizations requires a great attention. Best performing and satisfied workforce can offer greatest return and help organization to achieve desired outcomes. The effects of job satisfaction on organizational performance at KMTC was chosen for this study because, KMTC plays an educator role which is essential to the ongoing development of the health professionals to meet society's needs for quality health care. Most productivity, performance and dissatisfaction issues can be attributed to lack of job satisfaction. A company can have a clear mission, talented people, and great leaders, and still not perform well because of lack of job satisfaction. By examining effects of job satisfaction on organizational performance at Kenya Medical Training College, it was hoped that this study was of help to the KMTC's human resource department which acquired knowledge necessary to assess their current level of job satisfaction and if needed, make changes that support participative decision making and enhance job satisfaction, critical to retaining and attracting a well-qualified staff. The research was conducted in KMTC Nairobi. The study's target was 503 employees in the college, both teaching and non teaching. The data collection instrument was questionnaires. The questions were both closed and open ended. Adjustments were done to the instruments prior to going to the research. Both quantitative and qualitative approaches were used for data analysis. Quantitative data from the questionnaire was coded, edited and entered into the computer for computation and descriptive statistics. The statistical package for social sciences was used. Factor analysis and correlation analysis was done to run descriptive analysis to produce frequency distribution, pie charts, percentages graphs, histograms and tables to summarize data. The response rate was 84% where out of the issued 152 questionnaires, 128 were returned and considered adequate to commence the analysis. Findings established that working conditions, compensation, leadership styles and organizational trust were factors affecting organizational performance. It was recommended that KMTC should provide good working conditions, pay its employees competitive rewards provide good leadership and ensure organizational trust in the organization to achieve maximum organizational performance.

CHAPTER ONE

1.0 INTRODUCTION

1.1 Background of the Study

Job life is one of the important parts of our daily lives which cause a great deal of stress. Due to the competitive nature of the job environment most of the people in the world are spending their time for job related work purposes resulting to ignoring the stressors that are influencing their work and life. Usually people are more worried about the outcome of their work and can even affect the way they treat other people and how they communicate with their peers and customers. For example, people with a higher percentage of occupational stress may not be satisfied with their job and therefore they will not feel happy working in the organization (Ahsan, 2009).

Job satisfaction as a concept in the field of organizational behavior is highly considered (Bellou, 2010). Job satisfaction is one of the most widely discussed and enthusiastically studied constructs in such related disciplines as industrial-organizational psychology, organizational behavior, personnel and human resource management and organizational management (Tasnim, 2006). It is a generalized affective orientation to all aspects of the job. In simple terms, it is the extent to which one feels good about the job. These feelings were based on the individual's perceptions of the differences between what was expected as a fair return and what was actually experienced (Newby, 1999).

The source of job satisfaction is not only the job; it also comes from working environment, supervision style, interpersonal relationship, and organizational culture also (Tasnim, 2006). Job satisfaction is a positive emotional state and pleasant that results from individual evaluation from her/his job or job experiences. Job satisfaction is born of factors such as work environment conditions, job organizational system, relationships of governing to work environment, social factors and effect of cultural factors (Jenkeins and Thomlinson, 2000). Job satisfaction is one of the most important areas of individual Attitude through the many effects. Job satisfaction is positive feelings that each individual achieves through assessing their job or job experience (Moghimi, 2006).

Hunt, chonko, wood (1985) Job satisfaction knows the extent positive or negative feelings about the intrinsic and extrinsic aspects of work (Brown and Peterson, 1993). A highly satisfied work force is an absolute necessity for achieving a high level of performance advancement of an organization. Satisfied worker leads to extend more effort to job performance, then works harder and better. Thus every organization tries to create a satisfied work force to operate the well- being of the organization. However, the total organizational performance depends on efficient and effective performance of individual employees of the organization. Therefore, every organization places a considerable reliance on their individual employee performance to gain high productivity in the organization. Employee effort is an important factor that determines what an individual performance will be. When an employee is satisfied about the job, he/she is motivated to put effort to the job performance. Then it tends to increase the overall output of the organization. In other words, a satisfied individual employee and his effort and commitment are crucial for the successfulness of the organization.

1.1.1 KMTC Nairobi

Situated about three kilometers on the Northern side of Nairobi city, Kenya, KMTC headquarters and the main campus, Nairobi, stand on a 20-acre piece of land, opposite Kenyatta National Hospital, along Old Mbagathi Road. With over 18,000 students Pursuing different medical courses, KMTC makes the biggest single contribution to the health sector in Kenya and is currently producing more than 5000 graduates every year for both the Kenyan public and private health sectors, accounting for more than 80 percent of the health sector workforce. KMTC, the only public middle level health training institution under the Ministry of Medical Services, started in 1927 with four students at Kenya Institute of Administration (KIA), Kabete. Today KMTC has grown tremendously, curving a niche for itself as one of the largest medical training institution in East and Central Africa and even beyond drawing students from Uganda, Tanzania, Burundi, Rwanda, Sudan and Nigeria (KMTC, 2012).

1.2 Statement of the Problem

Hearthfield (2009) asserts that, Work force is the most vital asset playing a pivotal role in the development and performance of companies. Workforce can offer greatest return and help organization to achieve desired outcomes. Satisfaction of employees is a function of many variables mainly three i.e. organizational factors, job factors and individual factors. Organizational factors are said to be most important of all as these have direct bearing on the other two factors. Financial rewards are said to afford the satisfaction of most psychological needs. For any organization to perform according to the expectations, its staff must be satisfied (Schneider, 2007).

However, According to a survey done on behalf of the public service by Promin Consultants in December 2009, public servants were characterised with low staff motivation and morale which amounted to twenty two point five percent (22.5%). This resulted to lack of job satisfaction and hence poor performance evident through lack of customer satisfaction in the public service. The reasons cited for the low motivation and morale were inadequate remuneration and insufficient opportunities for promotion among other reasons. Low salaries and failure to meet financial obligations can lead to dissatisfaction in the workplaces.

From the above survey, there was need for more research to be carried out on other public servants that were not captured in the above survey. Therefore, that is why the effects of job satisfaction on organizational performance the case of KMTC was chosen for this study because KMTC'S staff are part of public servants. KMTC also plays an educator role which is essential to the ongoing development of the health professionals to meet society's needs for quality health care. When the employees as educators have lower level of job satisfaction, that tends to lower the quality of teaching and learning, several positive measures should be taken so that poor incidence, bad experiences and job dissatisfaction involving employees could be avoided. Therefore, it is appropriate that more studies be conducted to identify the effects of job satisfaction of health educators to promote the teaching process and enhance organizational performance.

1.3 Research Objectives

1.3.1 General Objective

The general objective of this study is to investigate the effects of job satisfaction on organizational performance at Kenya Medical Training College.

1.3.2 Specific Objective

The specific objectives of this study are:

- i. To explore the effects of work conditions on organization performance.
- ii. To determine the effect of compensation on organizational performance.
- iii. To investigate the effects the leadership styles on organizational performance.
- iv. To assess the impact of organizational trust on organizational performance.

1.4 Research Questions

- i. Does work conditions in KMTC affect organizational performance?
- iii. Does employee level of compensation affect organizational performance?
- iv. What is the impact of leadership styles on organizational performance?
- v. What are the effects of organizational trust on the organizational performance?

1.5 Significance of the Study

There is a consensus in the literature reviewed that job satisfaction is an essential element to an organizations success. Cook and Wall (1980) conclude that “job satisfaction in individuals and groups within organizations is a highly important ingredient in the long-term stability of the organization and the well-being of its members” . By examining the Effects of job satisfaction on organizational performance at KMTC, it was hoped that the study would be of help to the KMTC to clarify the variables that affect job satisfaction among employees.

1.5.2 Decision Makers

There was no study done in KMTC on the subject so it was important to be provided to the decision makers to put into their perspective the data that was generated during policy making. The findings was to be used as inputs by managers of education in planning; developing and implementing programs for the purpose promoting Medical teaching and learning. The documented findings was to be used for further research in the same field.

1.6 Scope of the Study

This study looked at the effects of job satisfaction on organizational performance. The research was conducted in KMTC Nairobi. The study's target was 503 employees in the college, both teaching and non teaching.

1.7 Limitations of the Study

The study was conducted in KMTC Nairobi which limited the generalisability of the findings keeping in mind that KMTC have 30 branches country wide.

1.7.1 Time

The time allotted for this study was also short considering it was only four months.

CHAPTER TWO

2.0 LITERATURE REVIEW

2.1 Introduction

This chapter took an in depth look at literature to review past and present literature regarding job satisfaction and organizational performance. It provided a theoretical and conceptual framework of the study. The literature discussed in this chapter provided a base from which hypotheses was made. The sections in the chapter included the concept of job satisfaction according to theorists and management consultants; job satisfaction theories, various variables that affects job satisfaction; Work Conditions, compensation, Leaderships style and organizational trust.

2.2. Job Satisfaction

Attainment of a high level performance through productivity and efficiency has always been KMTC's goal of high priority. In order to do that highly satisfied work force is an absolutely necessity for achieving a high level of performance advancement. Satisfied worker puts more effort to job performance, then works harder and better. Thus KMTC tries to create a satisfied work force to operate the well being of the organization. However, the total organizational performance depends on efficient and effective performance of individual employees of the organization. Therefore, KMTC organization places a considerable reliance on their individual employee performance to gain high productivity in the organization (Schneider, 2007).

Employee effort is an important factor that determines what an individual performance will be. When an employee feels a satisfaction about the job, he/she is motivated to put greater effort to the job performance. Then it tends to increase the overall performance of the organization. In other words, a satisfied individual employee and his effort and commitment are crucial for the successfulness of the organization (Schneider, 2007). The most important information to have regarding KMTC'S employee is a validated measure of his or her level of job satisfaction (Roznowski 1995; Castillo, 1999). Many studies

have been conducted on employee's job satisfaction because the relevance of job satisfaction is very crucial to the long-term growth of any educational system around the world. It is the general understanding that job satisfaction is an attitude towards job. In other words job satisfaction is an affective or emotional response toward various facets of one's job. A person with a high level of job satisfaction holds positive attitudes towards his or her job, while a person who is dissatisfied with his or her job holds negative attitudes about the job (Alsweel and Buehl, 2009).

Job satisfaction is one of the most widely discussed on the job behaviors of employees. It has proved to be significantly important for KMTC, as Robbins *et al.* (1998) found that presence of Positive attitude/satisfaction with job offers significant outcomes like reduced absenteeism, increased effectiveness, and reduced intentions to leave organization. Spector (2003) says that job satisfaction is the extent to which people like or dislike their jobs. It is an emotional response towards the components of the job: pay, work itself, promotion, coworkers, supervision, and customers in the work situation (Smith *et al.* 1969). It is pleasurable or positive emotional state that was resulting from the job experiences and the job appraisal of the employees at work (Locke and Henne, 2006; Arnold and Feldman, 2006; and Locke, 1976).

Satisfaction is considered to be one of the most important on the job behaviors depicted by workforce. Mid of 20th century has witnessed great attention from researchers studying antecedents and consequences of job satisfaction. Job satisfaction should be given more importance than other behavioral variables because it has direct link with organizational outcomes (Schneider, 2007). Moreover, it is also important because of its effect on organizational commitment, motivation, organizational engagement, absenteeism, perceived stress, deviant behavior, turnover, organizational citizenship behavior, job and role performance, life satisfaction, heart disease, and mental health of then employees (Kreitner and Kinicki 2006; and Murray, 1999).

Researchers have examined the relationship job satisfaction and organizational performance and have found significant relationships. Locke (1976) defined job satisfaction as a pleasurable or positive emotional state resulting from the appraisal of one job or job experience. Based upon this definition, researchers have examined JS as a global construct or as a multifaceted construct. There are a number of factors that influence job satisfaction. The major ones can be summarized by recalling the dimensions of job satisfaction. They are pay, the work itself, promotions, supervision, workgroup, and working conditions. Further, job satisfaction has significant managerial implications. If the job satisfaction is high, the employees will perform better.

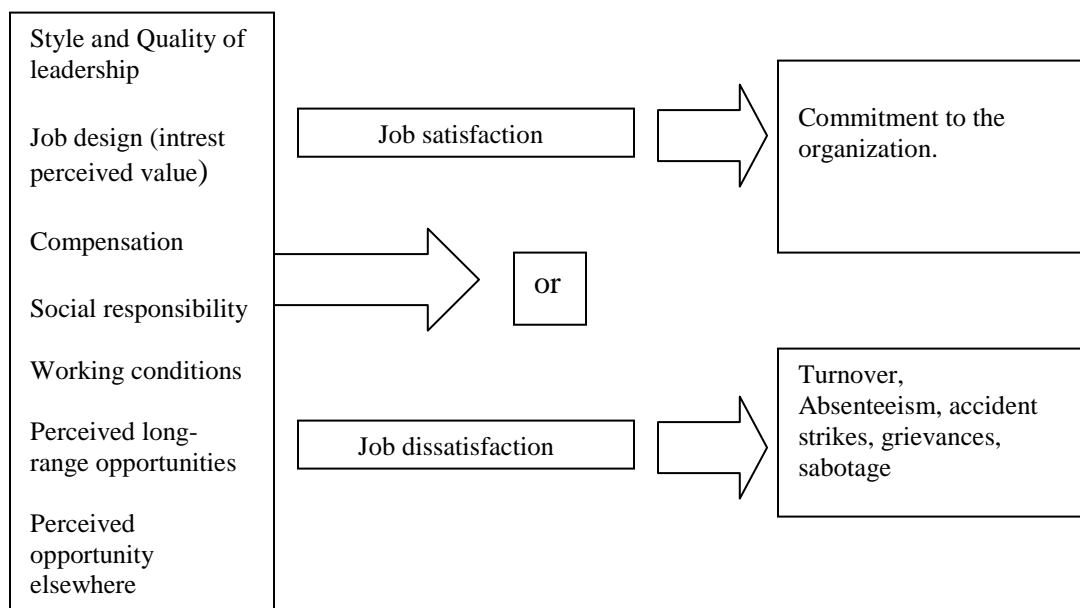
On the other hand if the job satisfaction is low, there will be performance problems. In examining the outcomes of job satisfaction in KMTC, it is important to breakdown the analysis into a series of specific set of variables. They are productivity, turnover, absenteeism and other effects (accidents, grievances, physical and mental health).The main objective of reward programs are attract qualified people to join the organization to keep employees coming to work and to motivate employees to achieve high level of performance (Luthans, 1985). Though the rewards are provided by the organization, they are evaluated by the individual. To the extent that the rewards are adequate and equitable, the individual achieves a level of satisfaction. The rewards can be broadly categorized in to two groups, namely intrinsic rewards and extrinsic rewards. Intrinsic rewards are psychological rewards that are experienced directly by an individual. These are defined as rewards that are part of the job itself. (Gibson, Ivancevich and Donnely, 1991). It had also defined as psychological reward that is experienced directly by an employee (Stoner and Freeman, 1992).

Extrinsic rewards are provided by an outside agent such as supervisor or work group. These rewards had been defined as rewards external to the job (Gibson, Ivancevich and Donnely, 1991). Pay, promotions, interpersonal relationships, status and fringe benefits are some of the examples for extrinsic rewards. Responsibility, achievement, autonomy, personal growth, challenge, complete work and feedback characteristics of the job are some intrinsic rewards. From the above definitions, it is clear that job satisfaction is an

observable variable. Therefore, there is no definite way of measuring job satisfaction among KMTC's staff. But there are varieties of ways which can be identified from the current literature. A questionnaire can be used to measure job satisfaction. In the questionnaire method, it is measured the satisfaction with the different dimensions or facets of the job and sum of all satisfactions scores will be taken as the overall job satisfaction (JS). $JS=f(\text{Satisfaction with different facets of job})$ Almost any job related factor can influence a person's level of job satisfaction or dissatisfaction.

Figure 2.1 depicts the major factors that influence an employee's level of satisfaction or dissatisfaction.

Figure 2.1 Factors Influencing Employee Satisfaction and Dissatisfaction



SOURCE: (Byars and Rue, 1997).

The far left of Figure 2.1 is a summary of the major factors that cause or influence an individual to be satisfied or dissatisfied with his/her job. The right side indicates the results that are obtained as a result of the individual's satisfaction or dissatisfaction. Those individuals that tend to be satisfied are generally more committed to the

organization; whereas employee dissatisfaction can lead to several detrimental behaviors (turnover, absenteeism, etc.). To assist in the prevention of the detrimental behaviors, organizations need to understand what leads to employee satisfaction. Generally speaking, having challenging and meaningful work leads to high work satisfaction and, if rewarded by the organization, to higher satisfaction with rewards as well” (Harris and DeSimone, 1994). A study conducted on quality work environments found that those individuals who found their job meaningful also worked for organizations that were considered to be great places to work (Caudron, 1997). As noted before, there are many factors that affect employee job satisfaction. It is important to understand the value behind each factor when assessing the satisfaction levels of employees because satisfied employees can make the work environment more pleasant.

2.2.1 Theories of Job Satisfaction

Stemple (2003) notes that “Today the classic theories of Maslow (1943). Herzberg (1968), and vroom (1964) on job satisfaction are the basis for much of the modern day studies. These classic theories have served as a basis for the evolution of job satisfaction research and have served as a springboard for research inside and outside the field of education (Tasnim, 2006). Various theories on job satisfaction have been developed, presented, and ultimately have been either supported or questioned by others in the field. Traditional theories have contended that job satisfaction and dissatisfaction share a single continuum; certain job factors create feelings of satisfaction when they are present and feelings of dissatisfaction when they are absent (Newby, 2009).

The Discrepancy theory is concerned on what the workers are expecting and what they are getting. Their expectations, evaluations and hopes of workers about their works are more important than what they are having in real. Equity theory, workers ponders about what are his qualifications, contribution to the work and the job’s contribution to him. It means creating an attitude of worker against the work he does. If the worker is paid over his work he will feel guilty but if he is paid under what he deserves his feeling for justice will rise. The Two-factor theory regards the elements of reasons of fulfillment. Negative

elements are lower wages, no job guarantee and such factors. Fulfillment elements are, as stated; realization of worker himself and reaching his goals. By his two factor theory, Herzberg advanced Maslow's main, physiologic and self realization theory and fortified it with his (Herzberg, 1976).

There are many studies about job satisfaction. Some prove a direct connection between motivation, quality and job satisfaction, but some prove the contrary. Although some scientists such as (Brayfield, 1980) think negatively about this direct connection, most scientists believe this relation. Motivation of workers is about their fulfillment at work. All corporations should work on subjective studies about job satisfaction to retain their existing customers and attract potential ones. In regard of studies from past to this day, completely organized corporations are aware of this important process.

2.2.2 Classical Management Approach

Job satisfaction studies first emerged when Taylor's classical approach was criticized. Taylor had connected doing a work and increasing productivity directly to its own inside elements. For this reason he regarded the works own elements and work organization but not the worker. According to Taylor, there is no special ability. All workers are the same. All processes can be analyzed step by step without requiring any talent and anybody who wants to learn this process can be a first class worker, the most difficult works can be learned by any worker (Thompson and Phua, 2012). Organization and management theories are at the top of the factors that encourage job satisfaction studies. These theories come from the organization structures in which workers do their jobs. At first, it was Taylor's theory which leads these studies. But this secondary theory rather regards the performers, humans not works as Taylor does. The classical approach which is a combination of Weber's bureaucratic management approach and Taylor's scientific approach regards workers as machine and economic beings. Workers are biologic beings who are doing jobs to earn their needs (economic aims). According to this, what workers should do is to follow the instructions of managers carefully. So the rewards will come as

money in the end. To earn more money, the worker will use his abilities wisely. The classical theory therefore is minimizing the human needs (Rode, 2004).

2.2.3 Neoclassic Management Approaches

As an alternative to classical theory, in this theory workers' communication, their wish to join the management and effective communication are base elements. It is alleged that these are more effective in terms of productivity. Accordingly, the quality and content of social communication and fulfillment are important subjects. Human interactions theory gives importance to interactions and belonging sense next to the economical behaviors of workers. A person is not only an economic being but he is also bearing respect for others, realizing himself, wishing to advance, For this theory humans behave in related with other humans' behaviors (Dessler, 2000).

Even an ordinary worker and the boss do the same. It is the human interactions theory which started job satisfaction studies. This theory gives importance to social factors. Especially light experiments carried out in Western Electric Corporation have proved that, humans' relations are effective in productivity and communication. Attitudes about job satisfaction are regarded first of all a subject of management and psychology. But later was understood that it is not only related with psychology. Social factors are as important as them. For example; Yankelovich examined job satisfaction with gender, race, education, job, age and stated important results related with social factors (Gay, 1992).

2.3 Work Conditions

The environment in which KMTC's staff work has a tremendous effect on their level of pride for themselves and for the work they are doing (Syptak 1999). KMTC has done everything it can to keep its equipment and facilities up to date. It has also avoided overcrowding in offices to allow each employee his or her own personal space, whether it is a desk, a locker, or even just a drawer (Syptak, 1999). If staff are placed in close

quarters with little or no personal space, then it is not surprising to find that there is tension among them (Syptak, 1999). Marqueze (2008) cited by the Harri (1993) that, there are several factors related to a reduction of well being among health educators. These included; excessive work, especially administrative duties, communication breakdowns with the directors of the health college and the underestimation by others of the value of teaching.

In many studies, job stress is defined as the discrepancy between environmental and situational factors in their work and employees' capability and resources to handle them (Lazarus and Folkman 1984; Edworthy 2000). Stress in the health workers is an ongoing worldwide problem. Numerous studies found that job stress influences the employees' job satisfaction and their overall performance in their work (Ahsan, 2009). Stress can result in physical and mental ill health, a lowering of job satisfaction and a loss of sense of achievement (Edworthy, 2000). Hood's (1997) national questionnaire survey of health faculty in the United States found that perceived stress and job satisfaction were negatively related through the buffering effects of the sense of coherence and hardiness (Gui, 2008). The sense of coherence is a personality dimension which is hypothesized to facilitate stress management and to contribute to overall wellbeing (Antonovsky 1985; Gui, 2008). The positive linear theory holds that stress at low levels makes no significant demands, so people tend to perform poorly, but at a higher level, it challenges individuals to make more efforts, which will upgrade their effectiveness (Jing, 2008).

Muse (2003) says that, when stress increases beyond the point, feelings of frustration, anxiety and tiredness start to consume energy and stress becomes dysfunctional and detrimental to performance. When health workers have a choice of where they want to work, job satisfaction is one important aspect that is considered and often influences the intent to stay in their current position (Borda & Norman, 1997; Jasper, 2005; Kudo et al., 2006; Lane 2010). Fong (1993) in a study of nurse educators, observed a correlation between emotional exhaustion and a demanding job, time pressure and feelings of job inadequacy (Marqueze, 2008). The literature suggests that nurse faculty who find a sense

of enjoyment and satisfaction in their work build up years of service in that institution with the intent to stay (Lane, 2010).

In relation to interpersonal relations Syptak (1999) asserted that, part of the satisfaction of being employed is the social contact it brings, so allow employees a reasonable amount of time for socialization. This will help them develop a sense of camaraderie and teamwork. About achievement in job Syptak (1999) demonstrate that one premise inherent in Herzberg's theory is that most individuals sincerely want to do a good job. To help them, they should be placed in positions that use their talents and are not set up for failure. Existence of clear, achievable goals and standards for each position, and employees should know what those goals and standards are. Individuals should also receive regular, timely feedback on how they are doing and should feel they are being adequately challenged in their jobs. Eventually that will lead to attaining achievement and feeling satisfied.

2.3.1 Job Variety

Another way to improve job satisfaction in KMTC is by varying tasks assigned to employees. Repetitive tasks make satisfaction difficult (Hayat et al., 2010). Therefore, employees need independence to be fully satisfied within their jobs (Anderson 1984; Hayat, 2010). Taveggia and Hedley (2006) assumed that workers in highly specialized jobs experience less autonomy or discretion and, consequently, they are more dissatisfied with work than those in less specialized jobs (Hayat et al., 2010). The above findings clearly make career advancement an uphill task in an organizational culture that lacks trust and freedom to make choices (Hayat, 2010). When feasible, support employees by allowing them to pursue further education, which will make them more valuable to the practice and more fulfilled professionally (Syptak, 1999).

The relevance of job satisfaction and motivation are very crucial to the long-term growth of KMTC. They probably rank alongside professional knowledge and skills, center competencies, educational resources and strategies as the veritable determinants of

educational success and performance (Ololube, 2006). Professional knowledge, skills and center competencies occur when one feels effective in one's behavior. In other words, professional knowledge, skills and competencies can be seen when one is taking on and mastering challenging tasks directed at educational success and performance (Filak and Sheldon 2003; Ololube, 2006).

Kinzl (2004) demonstrate that, the indices of task demands (complexity of demands, variability of work) and task-related problems (concentration demands, time pressure, work interruptions) showed no significant associations with job satisfaction. However, the variables concerning control over work at the workplace influence on handling task, time control, participation have a significant effect on job satisfaction, indicating that strong control over work produces greater job satisfaction. Therefore it is important for KMTC to establish working conditions that promote job satisfaction.

2.4 Compensation

Many theorists have discussed the motivational aspects of pay. Gellerman (1963) emphasized the symbolic role of money, but had little to say about how compensation should be administered to increase performance. Herzberg, (1959) made the provocative argument that pay is a "hygiene factor," not a motivator of performance. However, King's (1970) comprehensive review of research found no support for Herzberg et al.'s two-factor theory. Proponents of equity theory (Adams, 1965) proposed that individuals who perceive themselves to be underpaid or overpaid may alter their efforts to achieve a balance between performance and reward. Again, subsequent research failed to support the performance predictions of equity theory (Dyer and Schwab, 1982; Goodman and Friedman, 1971).

A different perspective was offered by Deci (1975), who conducted a series of studies on the effects of externally-mediated rewards, such as pay, on laboratory subjects' intrinsic motivation to engage in tasks. Deci drew on this research to argue that contingent payment plans should be avoided because they reduce intrinsic motivation, lead individuals to develop strategies that will enable them to get rewards with the least effort,

and can easily break down. According to Lawler (1991), performance-contingent pay should not be used when trust levels are low, performance cannot be validly and inclusively measured, and large pay rewards cannot be given to the best performers. Lawler (1971) also acknowledged that managers may not control all of the factors that affect their unit's performance, concluding that under such circumstances subjective judgments by superiors and objective unit performance data should be combined into a managerial performance measure on which pay could be based.

2.5 Leadership Styles

Leadership has a direct cause and effect relationship upon KMTC and its success. Leaders determine values, culture, change tolerance and employee motivation. They shape institutional strategies including their execution and effectiveness. Leaders in KMTC appears in various levels of the institution and are not exclusive to management. Successful leaders do, however, have one thing in common. They influence those around them in order to reap maximum benefit from the organization's resources, including its most vital and expensive: its people. In fact, the influence of leaders and their effectiveness in moving people to a shared vision directly shapes KMTC's people, its materials, how patrons use or interact with them and whether or not that experience is beneficial. With leadership potentially playing such a vital role in the success of information centers and patron experiences, it is useful to consider the different types of leaders and their potential impact on organizations (Adams, 2009).

Current leadership theories describe leaders based upon traits or how influence and power are used to achieve objectives. When using trait-based descriptions, leaders may be classified as autocratic, democratic, bureaucratic or charismatic. If viewing leadership from the perspective of the exchange of power and its utilization to secure outcomes, leaders are situational, transactional or transformational. Understanding these different tropes can provide a vocabulary for discussion that can lead to meaningful, desired results. It bears noting that not all leaders are created equal, and leadership quality may vary enormously across industries or simply within an organization (Boulter, 2010). In addition, identifying an individual leader's style is central to evaluating leadership quality

and effectiveness especially as it relates to organizational goals. Below is a brief examination of each common leadership style listed above and their potential impact on a group as well as their relative usefulness (Brown, 2009).

2.5.1 Autocratic

Autocratic leaders are classic “do as I say” types. Typically, these leaders are inexperienced with leadership thrust upon them in the form of a new position or assignment that involves people management. Autocratic leaders can damage an organization irreparably as they force their ‘followers’ to execute strategies and services in a very narrow way based upon a subjective idea of what success looks like. There is no shared vision and little motivation beyond coercion. Commitment, creativity and innovation are typically eliminated by autocratic leadership. In fact, most followers of autocratic leaders can be described as biding their time waiting for the inevitable failure this leadership produces and the removal of the leader that follows (Ayman and Korabik, 2010).

2.5.2 Bureaucratic

Bureaucratic leaders create, and rely on, policy to meet organizational goals. Policies drive execution, strategy, objectives and outcomes. Bureaucratic leaders are most comfortable relying on a stated policy in order to convince followers to get on board. In doing so they send a very direct message that policy dictates direction. Bureaucratic leaders are usually strongly committed to procedures and processes instead of people, and as a result they may appear aloof and highly change adverse. The specific problem or problems associated with using policies to lead aren’t always obvious until the damage is done. The danger here is that leadership’s greatest benefits, motivating and developing people, are ignored by bureaucratic leaders. Policies are simply inadequate to the task of motivating and developing commitment. The specific risk with bureaucratic leaders is the perception that policies come before people, and complaints to that effect are usually met with resistance or disinterest. Policies are not in themselves destructive, but thoughtlessly developed and blindly implemented policy can de-motivate employees and frustrate

desired outcomes. The central problem here is similar to the one associated with autocratic leaders. Both styles fail to motivate and have little impact on people development. In fact, the detrimental impact could be significant and far outweigh any benefits realized by these leadership styles (Brown, 2009).

2.5.3 Democratic

It sounds easy enough. Instead of one defined leader, the group leads itself. Egalitarian to the core, democratic leaders are frustrated by the enormous effort required to build consensus for even the most mundane decisions as well as the glacial pace required to lead a group by fiat. The potential for poor decision-making and weak execution is significant here. The biggest problem with democratic leadership is its underlying assumptions that everyone has an equal stake in an outcome as well as shared levels of expertise with regard to decisions. That's rarely the case. While democratic leadership sounds good in theory, it often is bogged down in its own slow process, and workable results usually require an enormous amount of effort (Dixon, 2010)

2.5.4 Charismatic

By far the most successful trait-driven leadership style is charismatic. Charismatic leaders have a vision, as well as a personality that motivates followers to execute that vision. As a result, this leadership type has traditionally been one of the most valued. Charismatic leadership provides fertile ground for creativity and innovation, and is often highly motivational. With charismatic leaders at the helm, the organization's members simply want to follow. It sounds like a best case scenario. There is however, one significant problem that potentially undercuts the value of charismatic leaders: they can leave. Once gone, an organization can appear rudderless and without direction. The floundering can last for years, because charismatic leaders rarely develop replacements. Their leadership is based upon strength of personality. As a result, charismatic leadership usually eliminates other competing, strong personalities. The result of weeding out the competition is a legion of happy followers, but few future leaders (Amabile, 2008).

2.5.5 Situational

Situational leadership theory suggests that the best leaders constantly adapt by adopting different styles for different situations or outcomes. This theory reflects a relatively sophisticated view of leadership in practice and can be a valuable frame of reference for experienced, seasoned leaders who are keenly aware of organizational need and individual motivation. Most importantly, it allows experienced leaders the freedom to choose from a variety of leadership iterations. Problems arise, however, when the wrong style is applied inelegantly. Also, considering our earlier discussion regarding some of the more ineffective leadership styles like autocratic and bureaucratic, this style requires a warning or disclaimer related to unintended or less than optimal results when choosing one of these styles. With that said, situational leadership can represent a useful framework for leaders to test and develop different styles for various situations with an eye towards fine-tuning leadership results. Situational leadership, however, is most effective when leaders choose more effective styles like charismatic, transactional, and transformational (Isaksen, 2007).

2.5.6 Transactional

The wheeler-dealers of leadership styles, transactional leaders are always willing to give you something in return for following them. It can be any number of things including a good performance review, a raise, a promotion, new responsibilities or a desired change in duties. The problem with transactional leaders is expectations. If the only motivation to follow is in order to get something, what happens during lean times when resources are stretched thin and there is nothing left with which to make a deal. That said, transactional leaders sometimes display the traits or behaviors of charismatic leaders and can be quite effective in many circumstances while creating motivated players. They are adept at making deals that motivate and this can prove beneficial to an organization. The issue then is simply one of sustainability (Miles, 2007).

2.5.7 Transformational

Transformational leaders seek to change those they lead. In doing so, they can represent sustainable, self-replicating leadership. Not content to simply use force of personality or bargaining transactional to persuade followers, transformational leaders use knowledge, expertise and vision to change those around them in a way that makes them followers with deeply embedded buy-in that remains even when the leader that created it is no longer on the scene. Transformational leaders represent the most valuable form of leadership since followers are given the chance to change, transform and, in the process, develop themselves as contributors. Organizationally this achieves the best leadership outcome since transformational leaders develop people. Transformational leadership is strongly desired since it has no artificial constraints in terms of buy-in and instead is focused on getting followers on board based upon their own evolving thought process and changing responses to leadership challenges. It is particularly suited for fast-paced, change-laden environments that demand creative problem solving and customer commitment (Giri, 2010).

According to Eisenbeiss (2008), Organizations need more than leaders and leadership; they need the right kinds of each. To remain viable as institutions, and to add value to the constituents they serve, a leadership must manage change, develop employees and provoke customer commitment. That said, there is a clear difference between leadership styles and there may be instances where one style is more effective; thus a need for flexibility and perhaps an inventory awareness of who might best lead an initiative based on their styles. In fact, certain leadership styles actually undermine morale, creativity, innovation and employee commitment. Taking the time to consider the types of leaders you have could be a worthwhile exercise in terms of understanding leadership and its impact on your organization.

2.7 Organizational Trust

Many modern organizational theories see mutual trust development and interaction as an integral force in organizations (Dwivedi, 1983; McCauley & Kuhnert, 1992). Shea (1984) states that trust is the miracle ingredient in organizational life a lubricant that reduces friction, a bonding agent that glues together disparate parts, and a catalyst that facilitates action. No substitute-neither threat nor promise-will do the job as well”. Organizational theorists have been writing about the importance of organizational trust for decades. Theorists such as McGregor (1967), Argyris (1973) and Likert (1967).

Douglas McGregor (1967) outlined two theories of management behavior that explain why some managers adopt certain management strategies. The two theories are Theory X and Theory Y. The latter of the two is the one that is most desired by individuals. The earlier theory, Theory X, is mostly associated with bureaucratic management theory. Here, “management distrusts workers, feels that employees dislike their work, and can only be made to cooperate through precise management and heightened control (McCauley and Kuhnert, 1992). In contrast to Theory X, managers practicing Theory Y trust people, empower employees, and believe in their capacity to integrate their own values, beliefs and goals into the organization (McGregor, 1967).

Open communication and mutual trust between all members of an organization will help facilitate the basis behind Theory Y, creating an organization that is effective in all its endeavors. Argyris (1973) believes that organizations should take on the belief that human growth is important. He claims that when mistrust in organizations rises, individuals will look out for themselves, rather than working together. The result is decreased productivity due to the lack of information flow, conformity, and ineffective decision-making. Argyris (1973) proposes that organizations of the future should “seek to enrich work, minimize unilateral dependence, and increase openness, trust, risk-taking, and expression of feelings”.

The significance of trust within organizations has also been voiced by organization consultants and practicing managers who subscribe to a management strategy based on commitment rather than control (McCauley and Kuhnert, 1992). According to Culbert and McDonough (1985), “we’ve long contended that the trusting relationship is the most effective management tool ever invented. We know of no other management device that saves more time or promotes more organizational effectiveness. In short, trusting relationships create the conditions for organizational success. McCauley and Kuhnert (1992) notes Ron Capelle (1994) as another individual who understands the importance of organizational trust. He claims that individuals within organizations tend to enter into commitments or agreements with other co-workers so to finish a task. Trust will develop within KMTC when the commitments are successfully fulfilled. Gordon Shea (1984), proclaims that companies with less trust will ultimately be less productive. The low levels of productivity will create an environment that does not support trust, therefore not allowing trust to arise between individuals.

2.7.1 Dimensions of Organizational Trust

Organizational trust is not a simple concept to understand. It requires many factors be considered when measuring it. According to the Mishra Model for Organizational Trust (1996), there are four dimensions of organizational trust. They are competence, openness and honesty, concern for employees, and reliability. Recently, research has been done to show that there is yet another factor to consider identification (Shockley-Zalabak, Ellis and Winograd, 2000; Shockley-Zalabak, Ellis and Cesaria, 1999). The first dimension is competence. According to Shockley-Zalabak (1999), competence is a generalized perception that assumes the effectiveness not only of the leadership, but also of the organization’s ability to survive in the marketplace. At an organizational level, competence connects with the extent to which employees see the organization as effective: whether it will survive and be able to compete.

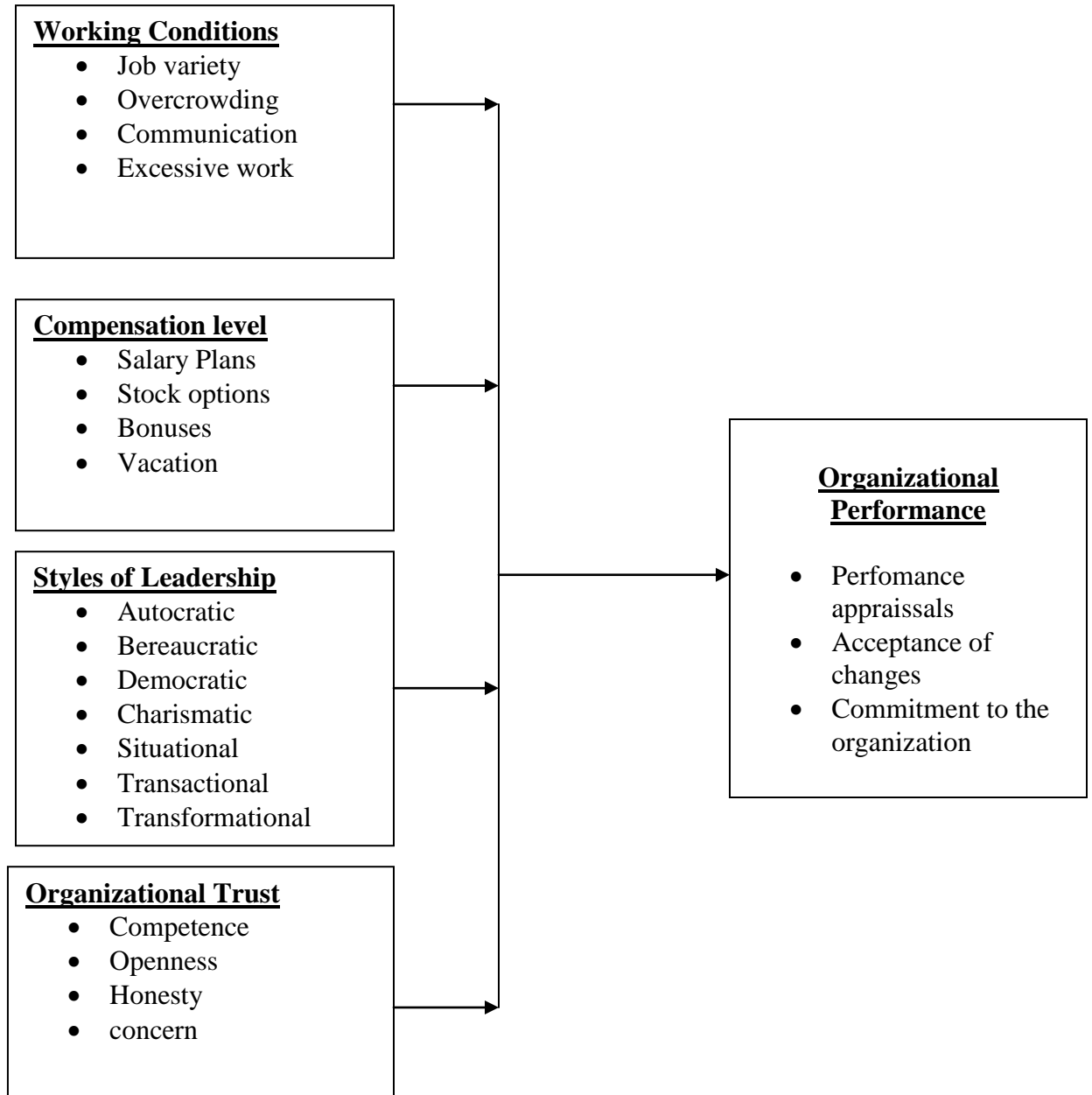
The second dimension is openness and honesty. This is the dimension that is most frequently referred to when speaking in respect to organizational trust (Shockley, 2000). This dimension involves the amount and accuracy of information shared, as well as the

way in which it was communicated (Shockley-Zalabak, 1999). The third dimension is concern for employees. This dimension pertains to the efforts by others to understand the feelings of caring, empathy, tolerance, and safety when in business activities. The fourth dimension is reliability. This dimension deals with the question; can you count on your co-worker, team, supplier, or organization to do what they say. Do they act consistently and dependably. The final dimension is identification. This dimension measures the extent to which we hold in common goals, norms, values, and beliefs associated with our organization's culture. This dimension indicates how connected we feel to management and to our co-workers (Shockley-Zalabak, 1999).

2.7.2 Research Gaps

The body of literature reviewed in this chapter concentrated on those theories and factors associated with organizational performance and job satisfaction. This chapter also examined the effects of job satisfaction on organizational performance. Throughout the chapter, emphasis was placed on showing how each of the job satisfaction dimensions being studied is related. Although there has been much work in the field, the empirical data is scattered and no definitive conclusions on the effects of job satisfaction on organizational performance whether positive or negative. Many studies are being undertaken, with varying conclusions. Suffice it to say research is ongoing.

Figure 2.1 – Conceptual Framework



Independent Variables

Dependent Variable

Independent variables

Mugenda and Mugenda (2003), defines an independent variable as one that a researcher manipulates in order to determine its effects or influence on another variable. Independent variable indicated in the above diagram is: job satisfaction which is also influenced by other factors in this case they were; work conditions, compensation ,leadership styles, and organizational factors. If job satisfaction variable was manipulated, it determined the influence on the dependent variable, organizational performance.

Dependant variables

Mugenda and Mugenda (2003), explains dependant variable as one that varies as a function of the independent variable. This variable attempts to indicate the total influence arising from the effects of the independent variable. In the case of this study, the dependant variable was organizational performance. Organizational performance varied with the variation of the independent variable in this study.

CHAPTER THREE

3.0 RESEARCH METHODOLOGY

3.1 Introduction

This chapter contained the research methodology that the study adopted. It had various themes including study design, target population and sample procedure. The chapter also indicated how the data was to be collected and how it was to be analyzed. It also portrayed the expected output of the whole research exercise.

3.2 Research design

Orodho (2004) defines a research as a scheme, outline or plan that is used to generate answers to research problems. This study used descriptive approach because the approach gives more in- depth information suitable for this kind of study (Mugenda and Mugenda 2003). A descriptive study seeks to describe a unit in detail, in content and holistically. It is a way of organizing educational data and looking at the object to be studied as a whole (Orodho, 2004). Orodho continues to say that this approach should be used when the researcher intends to analyze an issue in detail. The present study sought to determine the effects of job satisfaction on organizational performance at Kenya Medical Training College. Descriptive survey design enabled the researcher to determine the effects of job satisfaction on organizational performance at Kenya Medical Training College.

3.3 Target population

The 503 employees in the KMTC Nairobi constituted the target population. The college has six departments namely: Pharmacy, Medical Imaging Sciences, Environmental health Sciences, Medical Laboratory Sciences, Nursing and Clinical Medicine. Table 3.1 below shows the distribution of staff in the college.

Table 3.1 Distribution of staff in KMTC Nairobi Campus.

DEPARTMENT	NUMBER OF STAFF	PERCENTAGE
Pharmacy	83	17
Medical Imaging Sciences	96	19
Environmental health Sciences	125	25
Medical Laboratory Sciences	72	14
Nursing	103	20
Clinical Medicine	24	5
total	503	100

Source: (KMTC HR Department, 2012).

3.4 Sample and Sampling Procedure

The sample of this study consisted of five (25) members from pharmacy, Twenty nine (29) members from Medical Imaging Sciences, thirty eight (38) members from Environmental Health Sciences, twenty two (22) members from Medical Laboratory Sciences, thirty one (31) members from Nursing, and seven (7) members from Clinical Medicine department. The total sample size was one hundred and fifty two (N = 152). Stratified random sampling procedure was used to arrive at one hundred and fifty two (152) members of staff. According to Orodho (2003) stratified sampling involves dividing your population into homogenous sub groups and then taking the simple random sample in each sub group. He continues to say that the sample is selected in such a way that the certain subgroups in the population are represented in the subgroup in

proportions to their number in population. From each Department 30% of the staff members were selected. Mugenda and Mugenda, (2003) suggests that 10% of the accessible population is enough for descriptive studies.

Table 3.2 Sample of staff members

Department	Population size estimate	Sample Size (30%)
Pharmacy	83	25
Medical Imaging Sciences	96	29
Environmental health Sciences	125	38
Medical Laboratory Sciences	72	22
Nursing	103	31
Clinical Medicine	24	7
total	503	152

Source:(KMTC Human Resource Department, 2012).

3.5 Data Collection Tools and Procedure

The data collection instrument was questionnaires. The questions were both closed and open ended. The use of questionnaires is supported by Gay (1992) who asserts that, they assist in collecting a wide variety of data needed from a large number of people. The researcher obtained a letter of introduction from Kenyatta University which helped her in identification when requesting respondents to provide the relevant information so as to achieve the research objectives. The questionnaire was administered through drop and pick method. Questionnaires were distributed to the eligible personnel through the heads of departments in KMTC Nairobi campus. The respondents were expected to return the

completed questionnaires to the office of the head of the departments from where the researcher picked them after 10 working days.

3.6 Data Validity and Reliability, Analysis and Presentation

A pilot test was conducted to ensure validating and reliability of the questionnaires. Pre-testing was done where the researcher presented the questionnaire to 2 respondents from each department who were not included in the sample. The responses were used to detect ambiguity of the questionnaires. Adjustments were done to the instruments prior to going to the research. Both quantitative and qualitative approaches were used for data analysis. Quantitative data from the questionnaire were coded, edited and entered into the computer for computation and descriptive statistics. The statistical package for social sciences was used. Factor analysis and correlation analysis was done to run descriptive analysis to produce frequency distribution and percentages graphs histograms and tables to summarize data. Kothari (2004) indicated that the factor analysis seeks to resolve a large set of measured variables in terms of relatively few categories, known as factors. The qualitative data generated from the interview guide was categorized in themes in accordance with research objectives and reported in narrative form along with quantitative presentation. The qualitative data was used to reinforce the quantitative data.

CHAPTER FOUR

4.0 DATA ANALYSIS, PRESENTATION AND INTERPRETATION

4.1 Introduction

The purpose of this study was to research the effects of job satisfaction on organizational performance at Kenya Medical Training College. As discussed earlier in chapter three, a questionnaire was designed as a research instrument for data collection. This chapter presents the results regarding job satisfaction levels of individuals and organizational performance. Data and information found in this study was analyzed and discussed in accordance to the research objectives introduced in chapter one.

4.2 Response Rate

In this study, questionnaires were distributed throughout each of six departments for a total of 152 questionnaires. Only 128 questionnaires were filled and returned amounting to eighty four percent as shown in table 4.2 below.

Table 4.1 Response Rate

Population Number	Number	Studied Population	%
Pharmacy	25	23	15
Medical Imaging Sciences	29	24	16
Environmental health Science	38	31	20
Medical Laboratory Sciences	22	18	12
Nursing	31	25	16

Clinical Medicine	7	7	5
Total	152	128	84

Source : (Reseacher, 2013)

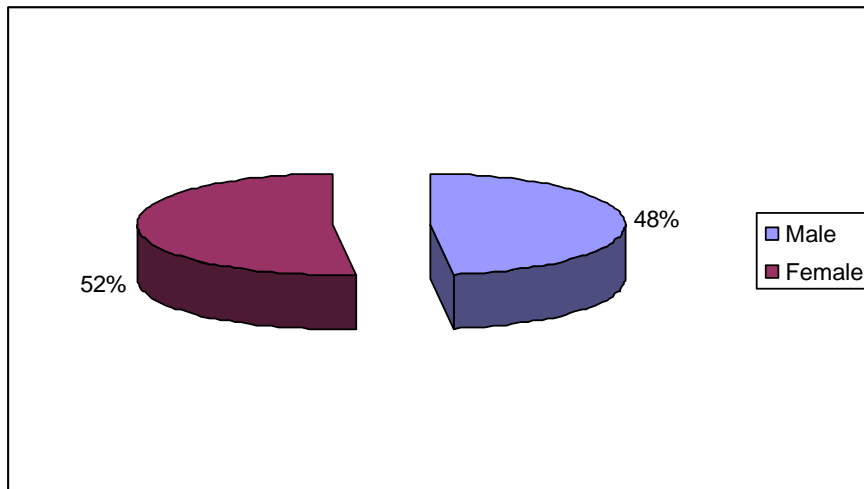
4.3 Respondents' Profile

In this part of the survey, questions on the demographics of gender, years with organization, age, and whether the individual was in management or non-management, data served as a demographic profile of the respondents in the study.

4.3.1 Gender of the respondents

The results in figure 4.3.1 shows that 48 percent of the respondents were males and 52 percent of the respondents were females among the 128 respondents.

Figure 4.1 Respondents' Profile



Source : (Reseacher, 2013)

4.3.2 Length of service

The researcher enquired the length of service to determine the ability of the organization to retain its workforce and attract new employees. The results as shown in Table 4.3.2 showed that none of the respondent had worked with the organization less than one year,

9.4 % indicated they have been with their organization for one year to five years, (45.3%) have been there for six years to ten years, slightly over twenty three percent (23.4 %) indicated they have been at their organization for eleven to fifteen years, and over twenty one percent (21.9 %) had been with their organization for more than sixteen years.

Table 4.2 Percentages of years with organization

Years in organization	frequency (n)	%
Less than one year	0	0
1 – 5 years	12	9.4
6–10 years	58	45.3
11–15 years	30	23.4
16 years and above	28	21.9

Source : (Reseacher, 2013)

4.3.3 Ages of the respondents

The researcher sought to establish the ages of the respondent as shown in table 4.3.3. The result showed that (5.5 %) were between the ages of twenty five years and thirty years, 11.0 % of the respondents were between the ages of thirty one years and forty years, fifty three percent were between forty one years to fifty years and lastly, thirty point five percent (30.5 %) were fifty one years and above.

Table 4.3 Ages of the respondents

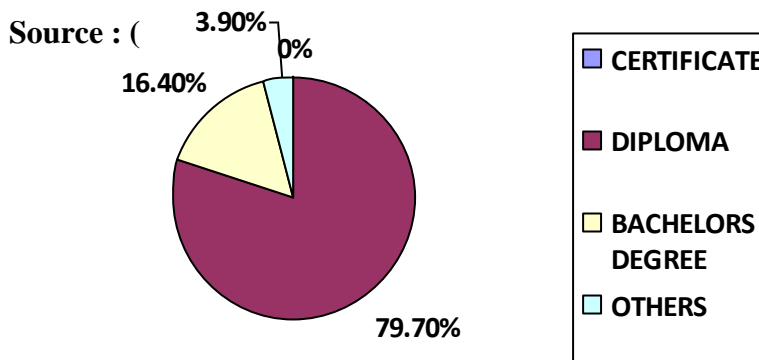
Age	Frequency (n)	%
25 – 30	7	5.5
31 – 40	14	11.0
41 – 50	68	53.0
51 years and above	39	30.5

Source : (Researcher, 2013)

4.3.4 Respondent’s level of education

From the data collected the researcher found out that none of the respondents were certificate holders, respondents with diploma were the majority with 79.7 % , bachelor degree holders were 16.4 % and the rest of the respondents level of education was masters and above 3.9 %.

Figure 4.2 Respondents level of education



Researcher, 2013)

4.4 Work Conditions

From the data collected, the results as indicated in table 4.4.1 Showed that majority 71.1% of the respondents agreed that disabled employees being entitled to additional measures aimed at improving their social and professional integration influences organizational performance. Sixteen point four percent 16.4% strongly agreed, 10.9% of the respondents were neutral, 1.6% strongly disagreed and none of the respondents disagreed.

Table 4.4. Disabled employees in KMTC

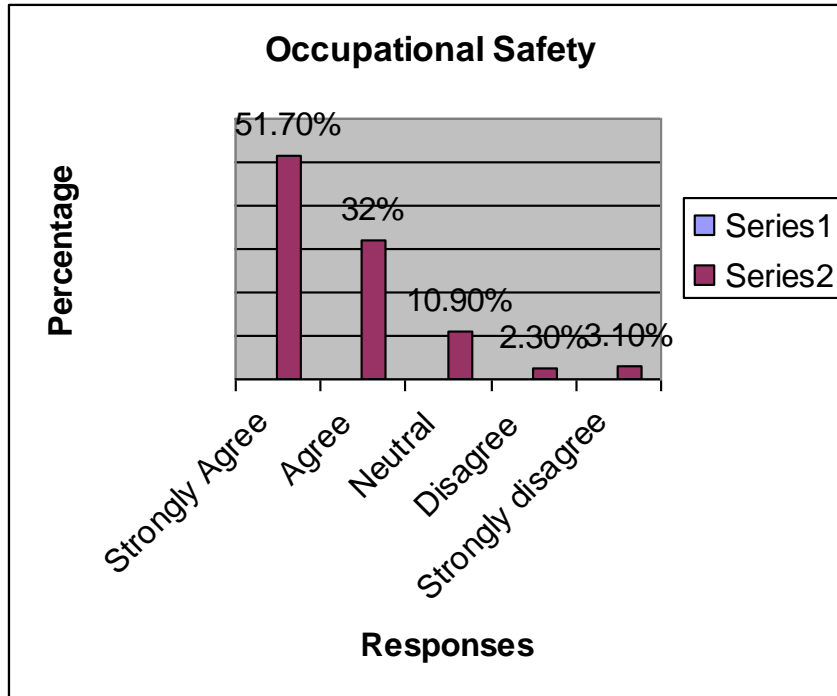
Responses	Frequency (n)	%
Strongly Agree	21	16.4
Agree	91	71.1
Neutral	14	10.9
Disagree	0	0
Strongly Disagree	2	1.6

Source : (Researcher, 2013)

4.4.1 Occupational Safety

The researcher sought to find out whether occupational safety affects organizational performance. The result in figure 4.4.2 shows that 51.7% strongly agreed, 32% of the respondents agreed, 10.9% of the respondents were neutral, 2.3% strongly disagreed with the statement and 3.1% disagreed with the statement.

Figure 4.3 Occupational Safety



Source : (Researcher, 2013)

4.4.2 Personal Development

The researcher sought to find out if the availability of chances for personal development in KMTC influenced organizational performance. Forty three point eight percent of the respondents strongly agreed, 46% agreed, 7% of the respondents were neutral, 1.6% strongly disagreed, while 1.6% of the respondents disagreed.

Table 4.5 Personal Development

Responses	Frequency (n)	%
Strongly Agree	56	43.8
Agree	59	46
Neutral	9	7.0
Disagree	2	1.6
Strongly Disagree	2	1.6

Source : (Researcher, 2013)

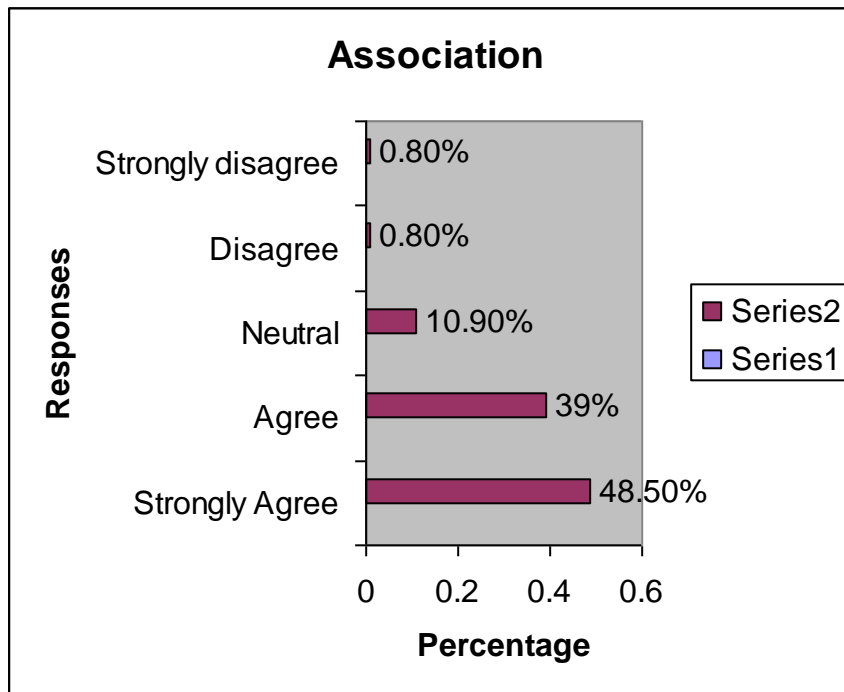
4.4.3 Employees forming Associations

In determining whether giving the employees right to forming association for defense of the economic and social interests in the organization influenced organizational performance, results as depicted in Table 4.4.4 showed that 48.5% of the respondents strongly agreed, 39% of the respondents agreed, 10.9% were neutral, while the respondents that disagreed and strongly disagreed were 0.8% of the respondents.

Table 4.6 Employees Forming Associations

Responses	Frequency (n)	%
Strongly Agree	62	48.5
Agree	50	39.0
Neutral	14	10.9
Disagree	1	0.8
Strongly Disagree	1	0.8

Figure 4.4 Association



Source :
(Researcher, 2013)

4.4.4 Equal Treatment for Both Male and Females

The researcher sought to find out whether gender discrimination affected organizational performance. The results in table 4.4.5 indicates that majority (53.1%) of the respondents strongly agreed, 40.6% of the respondents agreed, 3.9% of the respondents were neutral in relation to the treatment of men and women,1.6% of the respondents disagreed and 0.8% being the minority respondents strongly disagreed.

Table 4.7 Equal Treatment for Both Males and Females

Responses	Frequency (n)	%
Strongly Agree	68	53.1
Agree	52	40.6
Neutral	5	3.9
Disagree	2	1.6
Strongly Disagree	1	0.8

Source : (Reseacher, 2013)

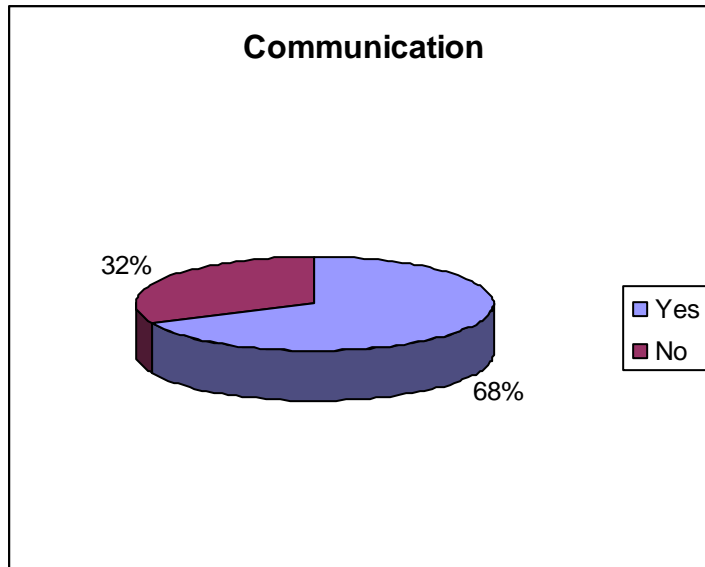
4.4.5 Communication in the Organization

This question was meant for informing the researcher on the level of communication in the organization and its effects on organizatinal performance. From the results as indicated in table 4.4.6, majority (68%) of the respondents agreed that communication in KMTC affected organizational performance, while only 32% of the respondents disagreed.

Table 4.8 Communication in the Organization

Responses	Frequency(n)	%
Yes	87	68.0
No	41	32.0

Figure 4.5 Communication



Source : (Reseacher, 2013)

4.5 Compensation

This part of the survey was for informing the researcher whether the compensation package offered by KMTC affected organizational performance, and this included both financial and non financial payment.

4.5.1 Workers participation

The results obtained from the respondent as per table 4.5.1 showed that, majority of the respondents (73.4%) Agreed that workers participation affected organizational performance, 16.4% were neutral, 8.6% strongly agreed , while 0.8% disagreed and strongly disagreed respectively.

Table 4.9 Workers participation

Responses	Frequency (n)	%
Strongly Agree	11	8.6
Agree	94	73.4
Neutral	21	16.4
Disagree	1	0.8
Strongly Disagree	1	0.8

Source : (Reseacher, 2013)

4.5.2 Cash Bonuses

The researcher sought to find out whether the cash bonuses provided at the end of the year influenced organizational performance. The result as depicted in table 4.5.2. indicated that majority of the employees Agreed (49.2%), 42.2% Strongly Agreed, 7% of the respondents were neutral, 1.6% disagreed, while none of the respondents strongly disagreed.

Table 4.10 Cash Bonuses

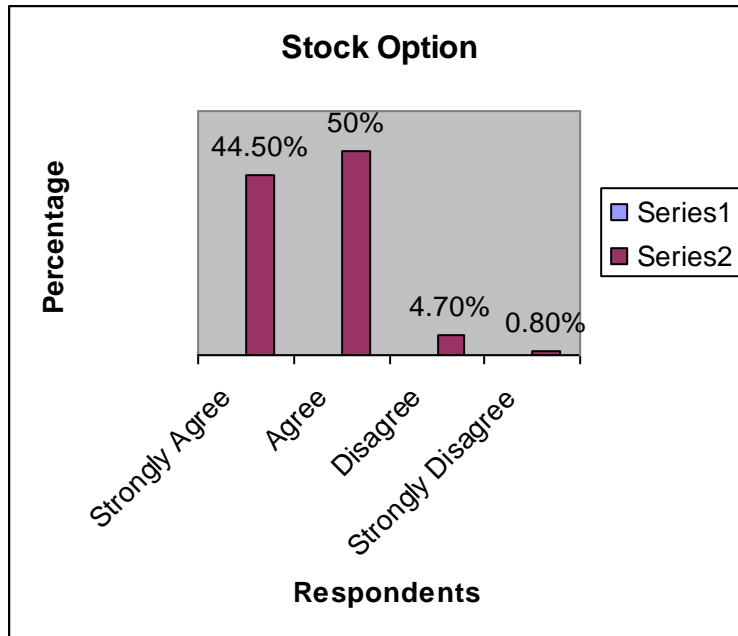
Responses	Frequency (n)	%
Strongly Agree	54	42.2
Agree	63	49.2
Neutral	9	7.0
Disagree	2	1.6
Strongly Disagree	0	0

Source : (Reseacher, 2013)

4.5.3 Stock Option Offered

From the Findings obtained as per Figure 4.5.3, 50 % of the respondents believed that the stock option given in KMTC affected organizational performance, Forty four point five percent strongly agreed, 4.7% Disagreed, while only 0.8% strongly disagreed.

Figure 4.6 Stock Option Offered



Source : (Researcher, 2013)

4.5.4 Benefit Package

Table 4.5.4, which indicates the results as obtained from the respondents showed that, 53.1% of the respondents believed that the benefit package offered in KMTC affected the organizational performance, 36.7 % strongly agreed, 6.3% were not sure, 2.3% disagreed while only 1.6% of the respondents strongly disagreed.

Table 4.11 Benefit Package

Responses	Frequency (n)	%
Strongly Agree	47	36.7
Agree	68	53.1
Neutral	8	6.3
Disagree	3	2.3
Strongly Disagree	2	1.6

Source : (Reseacher, 2013)

4.5.5 Equal Training Opportunities

The researcher wanted to find out whether provision of training opportunity without discrimination in KMTC affected the general performance of the organization. As presented in table 4.5.5. Majority of the respondents (47.6%) strongly agreed, 42.2% agreed , 8.6% were not sure, only 1.6% disagreed while none of the respondent strongly disagreed.

Table 4.12 Equal Training Opportunities

Responses	Frequency (n)	%
Strongly Agree	61	47.6
Agree	54	42.2
Neutral	11	8.6
Disagree	2	1.6
Strongly Disagree	0	0

Source : (Reseacher, 2013)

4.5.6 Performance Based Reward

From the results obtained as per table 4.5.6, Majority of the respondents (53.9%) indicated Performance based rewards in KMTC affected organizational performance, 40.6% agreed, 3.9% of the respondents were neutral, while only 1.6% of the respondents Strongly disagreed.

Table 4.13 Performance Based Reward

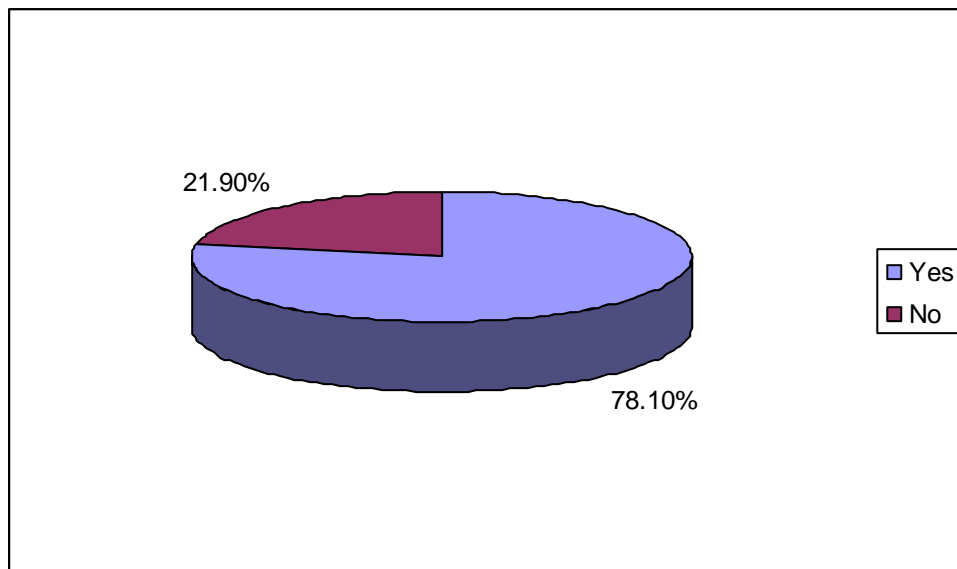
Responses	Frequency (n)	%
Strongly Agree	69	53.9
Agree	52	40.6
Neutral	5	3.9
Disagree	0	0
Strongly Disagree	2	1.6

Source : (Researcher, 2013)

4.5.7 Salary

The researcher sought to establish whether employees salaries in KMTC affected the organizational performance. Result as per table 4.5.7, clearly indicated that majority of the respondents (78.1%) agreed that salary influenced organizational performance. Only 21.9% of the respondents believed that their salary was not a factor to consider.

Figure 4.7 Salary



Source : (Researcher, 2013)

4.6 Leadership Styles

This part of the survey sought to establish the leadership styles applied by the leaders in KMTC which to a large extent was thought to affect the general performance of the organization.

4.6.1 Freedom to disagree with supervisors

Table 4.6.1 which contained the results in relation to disagreeing with supervisors, indicated that majority of the respondents strongly agreed (67.2%) that freedom to disagree with their supervisor affected organization performance, 13.2% of the respondents were neutral while only 1.6% of the respondent strongly disagreed.

Table 4.14 Freedom to disagree with supervisors

Responses	Frequency (n)	%
Strongly Agree	86	67.2
Agree	23	18.0
Neutral	17	13.2
Disagree	0	0
Strongly Disagree	2	1.6

Source : (Reseacher, 2013)

4.6.2 Information on Long term Strategies

From the results obtained in table 4.6.2, majority of the respondents (61.7%) strongly agreed that the amount of information they received in relation to long term strategies of the organization affected organization performance. Twenty seven point three percent (27.3%) of the respondents agreed , 9.4% of the respondents were neutral while only 1.6% of the respondents being the minority strongly disagreed.

Table 4.15 Information on Long term strategies

Responses	Frequency (n)	%
Strongly Agree	79	61.7
Agree	35	27.3
Neutral	12	9.4
Disagree	0	0
Strongly Disagree	2	1.6

Source : (Reseacher, 2013)

4.6.3 Can Tell The Supervisor When Things are Going Wrong

Majority of the respondents (50.8%) agreed that their ability to tell their supervisor when things are going wrong affected organization performance. Thirty three point six 33.6% strongly agreed, 14.8% of the respondents had no opinion and therefore were neutral. Only 0.8% strongly disagreed while no respondent disagreed.

Table 4.16. Can Tell The Supervisor When Things are Going Wrong

Responses	Frequency (n)	%
Strongly Agree	43	33.6
Agree	65	50.8
Neutral	19	14.8
Disagree	0	0
Strongly Disagree	1	0.8

Source : (Reseacher, 2013)

4.6.4 Similar Values

The researcher wanted to find out if by employees sharing similar values with their bosses influenced the organizational performance. 57.8% strongly agreed that sharing similar values with their bosses was a factor affecting organizational performance, 35.2% of the respondents agreed, 4.7% of the respondents were neutral, 1.6% strongly disagreed and only 0.8% disagreed.

Table 4.17 Similar Values

Responses	Frequency (n)	%
Strongly Agree	74	57.8
Agree	45	35.2
Neutral	6	4.7
Disagree	1	0.8
Strongly Disagree	2	1.6

Source : (Researcher, 2013)

4.6.5 Success of Supervisors in Handling Conflicts

This statement was meant to evaluate whether the ability of supervisors to handle conflicts affected organizational performance. As depicted in table 4.6.5, 48.4% of the respondents strongly agreed, 42.2% agreed, 8.6% were neutral in relation to the issue, 0.8% strongly disagreed while none of the respondents disagreed that the way conflicts were handled in KMTC affected general performance.

Table 4.18 Success of Supervisors in Handling Conflicts

Responses	Frequency (n)	%
Strongly Agree	62	48.4
Agree	54	42.2
Neutral	11	8.6
Disagree	0	0
Strongly Disagree	1	0.8

Source : (Researcher, 2013)

4.6.6 Recognition for Good Job Done

The researcher sought to identify whether recognition of staff for good work done influenced organizational performance. Forty nine point two percent (49.2%) of the respondents strongly agreed, 46.9% of the respondents agreed, 3.1% of the respondents were neutral and lastly the minority who were 0.8% of the respondents who strongly disagreed that recognition influences organizational performance.

Table 4.19 Recognition for Good Job Done

Responses	Frequency (n)	%
Strongly Agree	63	49.2
Agree	60	46.9
Neutral	4	3.1
Disagree	0	0
Strongly Disagree	1	0.8

Source : (Reseacher, 2013)

4.7 Organizational Trust

This part of the survey evaluated whether the level of organizational trust among the KMTC employees had any influence on the general perofmance of KMTC.

4.7.1 Concern for Workers by Management

The data collected clearly indicated that 71.9% of the respondents thought that mangements concern for workers affected the general performance of the organization to the fullest extent. Eighteen percent 18% of the respondent thought it affected to a great extent, 11.7% were neutral, 3.9% said concern was not a factor at all while two point three percent did not know.

Table 4.20 Concern for Workers by Management

Responses	Frequency (n)	%
To the Fullest Extent	92	71.9
To a Great Extent	23	18
Neutral	15	11.7
Not at all	5	3.9
Do not Know	3	2.3

Source : (Reseacher, 2013)

4.7.2 Decisiveness of leaders

The results in table 4.7.2 below, indicated that majority (51.6%) of the respondents believed that their leaders decisiveness influenced organizational performance to the fullest extent, 37.5% of the respondents said that their leaders decisiveness influenced to a great extent, 8.6% were neutral in regard to the question, according to 2.3% leadership decisiveness did not have any influence at all and 1.6% said they were not aware of any influence.

Table 4.21 Decisiveness of leaders

Responses	Frequency (n)	%
To the Fullest Extent	66	51.6
To a Great Extent	48	37.5
Neutral	11	8.6
Not at all	3	2.3
Do not Know	2	1.6

Source : (Reseacher, 2013)

4.7.3 Management listening to workers concern

The data as indicated in table 4.7.3 below, showed that most (53.9%) of the respondents thought that management failing to listen to workers was a factor affecting organizational performance to the fullest extent, 32% of the respondents thought it affected to a great extent, 8.6% were neutral on the subject, 3.9% disagreed that management listening to their concern affected organizational performance at all, while 1.6% of the respondents did not know.

Table 4.22 Management listening to workers concern

Responses	Frequency (n)	%
To the Fullest Extent	69	53.9
To a Great Extent	41	32
Neutral	11	8.6
Not at all	5	3.9
Do not Know	2	1.6

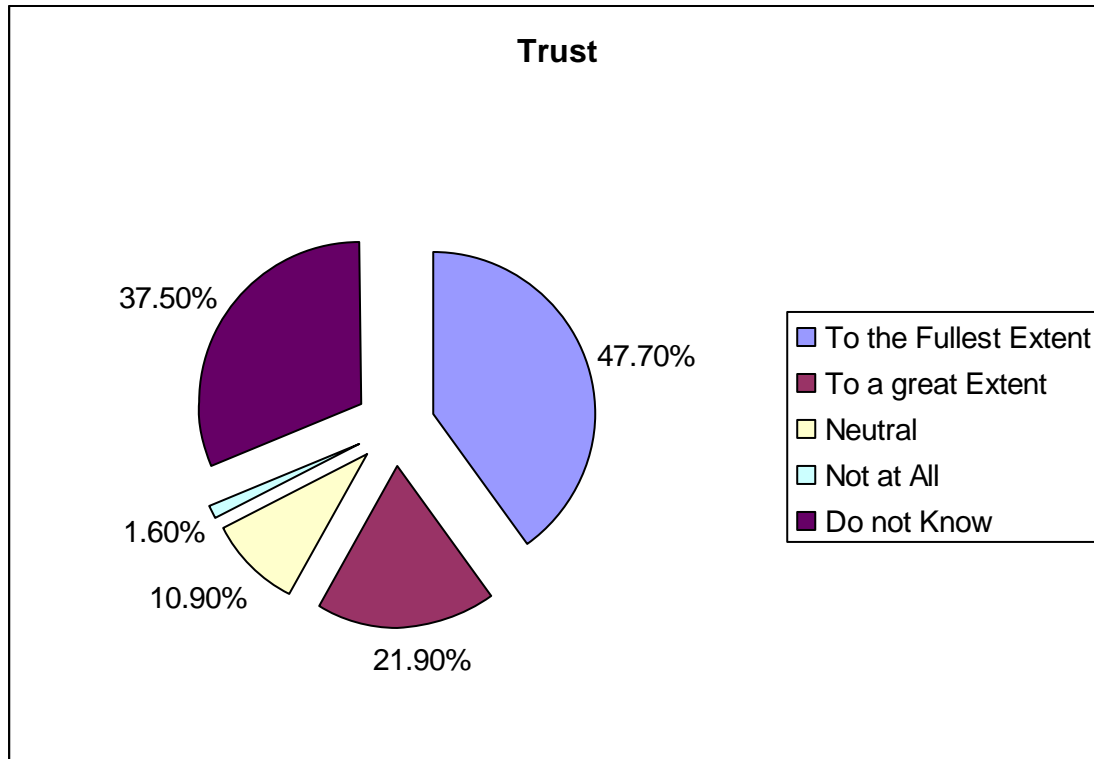
Source : (Reseacher, 2013)

4.7.4 Trust of Management by Workers

The data collected indicated that majority of the respondents (47.7%) believed that trust of management by the workers affected organizational performance to the fullest extent. Thirty seven percent poin five did not know whether trust of management affected

organizational performance, 10.9% were neutral about the issue, 2.3% felt that trust affected organizational performance to a great extent while 1.6 % thought that trust of management by workers did not affect organizational performance at all.

Figure 4.8 Trust of Management by Workers



Source : (Reseachar, 2013)

4.7.5 Top Management Commitments to Employees

From table 4.7.5 below, it was clear that 46.9% of the respondents felt that management commitment to the employees affected organizational performance to a great extent, 40.6% of the respondents believed that top management commitment influenced performance to the fullest extent, 10.9% of the respondent were neutral, 1.6% of the respondents said it did not matter at all, while none of the respondents indicated not knowing the effects of management commitment on organizational performance.

Table 4.23 Top Management Commitments to Employees

Responses	Frequency (n)	%
To the Fullest Extent	52	40.6
To a Great Extent	60	46.9
Neutral	14	10.9
Not at all	2	1.6
Do not Know	0	0

Source : (Reseacher, 2013)

4.7.6 Team Communication

The researcher wanted to know whether leaders being sincere to their teams especially in their efforts to communicate affected organizational performance. Fifty five point five (55.5%) of the respondents did not know, 32.8% said that their team leaders being sincere affected performance to a great extent, 7.8% were neutral, 2.3% indicated their team leaders being sincere influenced to the fullest extent and 1.6% being the minority believed that team sincere communication did not affect organizational performance at all.

Table 4.24 Team Communication

Responses	Frequency (n)	%
To the Fullest Extent	3	2.3
To a Great Extent	2	32.8
Neutral	10	7.8
Not at all	42	1.6
Do not Know	71	55.5

Source : (Reseacher, 2013)

4.8 Performance

This part of the survey was meant to evaluate the performance of the employees and whether it was related to their job satisfaction.

4.8.1 Performance Appraisals

From the result (as shown in table 4.8.1), 50% of the respondents said that their performance was average, 39% of the performance was below average. Nine point four percent (9.4%) of the respondent's performance was above average and 1.6% of the respondent's performance was excellent.

Table 4.25 Performance Appraisals

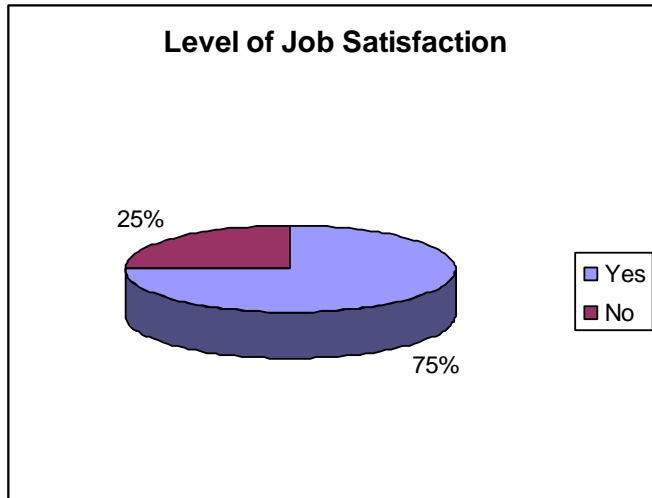
Responses	Frequency (n)	%
Excellent	2	1.6
Above Average	12	9.4
Average	64	50
Below Average	50	39

Source : (Reseacher, 2013)

4.8.2 Level of Job Satisfaction and Performance

The researcher sought to find out if the performance of the KMTC's employees was related with their level of job satisfaction. As per table 4.8.2 below, 75% agreed that their performance was related to their level of job satisfaction, while 25% of the respondents said that their performance was not related with their level of job satisfaction.

Figure 4.9 Level of Job Satisfaction and Performance



Source : (Reseacher, 2013)

4.8.3 Accepting Changes in the Organization

From table 4.8.3 below, 53.1% of the respondents were not ready to accept any changes while 46.9% of the respondents were ready to accept changes changes in the organization.

Table 4.26 Accepting Changes in the Organization

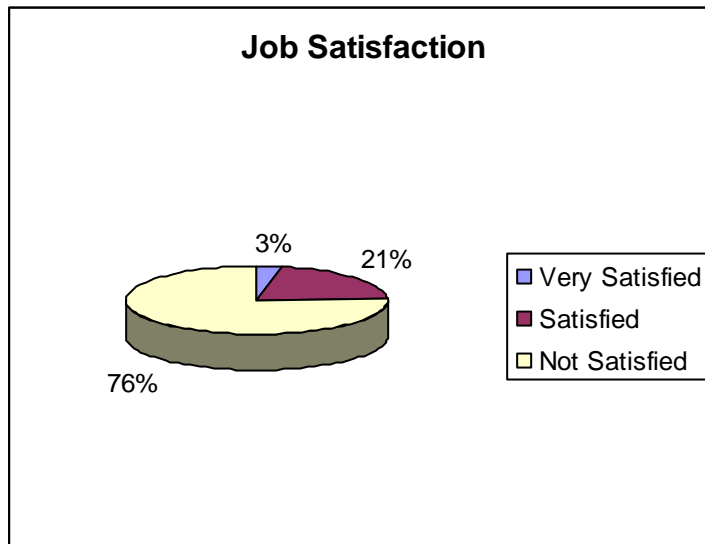
Responses	Frequency (n)	%
Yes	60	46.9
No	68	53.1

Source : (Reseacher, 2013)

4.8.4 Employees Satisfaction

The results as indicated in table 4.8.4 indicated that, 75.8% of the respondents were not satisfied with their jobs, 21.1% were satisfied with their jobs while only three percent were very satisfied with their jobs.

Figure 4.10 Employees Satisfaction



Source : (Reseachar, 2013)

4.8.5 Commitment to the Organization

The researcher wanted to know the level of commitment of employees to the organization. The results as indicated in table 4.8.5 below showed that, 53.1% of the respondents said they were extremely committed to the organization. Twenty four point two (24.2%) of the respondents were not sure whether they were committed to the organization or not. Sixteen point four (16.4%) of the respondents were moderately committed and 6.3% said they were not committed to the organization.

Table 4.27 Commitment to the Organization

Responses	Frequency (n)	%
Extremely Committed	68	53.1
Moderately Committed	21	16.4
Not Committed	8	6.3
Not Sure	31	24.2

Source : (Reseachar, 2013)

4.8.6 How to improve Job Satisfaction in KMTC

This question as part of the survey sought to give an opportunity to the respondents to contribute to the recommendations for the improvement of their organization. As shown by table 4.8.6 below, the respondents recommended, pay addition (25.8%), improving working conditions (13.3%), improvement of leadership (14.1%), need for organizational trust (17.1%), workers participation (6.3%), training (12.5%) and 10.9% of the respondents did not answer the question.

Responses	Frequency (n)	%
Pay Addition	33	25.8
Working Conditions	17	13.3
Leadership	18	14.1
Organizational trust	22	17.1
Participation	8	6.3
Training	16	12.5
Did Not Answer	14	10.9

Source : (Researcher, 2013)

CHAPTER FIVE

5.0 SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

Job satisfaction and organizational performance are increasingly becoming extremely important ideas to understand. Employees in all organizations want to work in an environment of trust and respect while making a contribution to organizational goals. There is a consensus in the literature reviewed that job satisfaction is an essential element to an organizations success. Cook and Wall (1980) conclude that, job satisfaction amongst employees within an organization is a highly important ingredient in the long-term stability of the organization and the well being of its members. With this ever increasing need to understand organizational performance and job satisfaction, a study to find the relationship between the two was necessary.

This chapter brings out the main discussions of the major findings, conclusions and recommendations based on the research findings. Also suggestions for further studies are also suggested.

5.2 Summary of Findings

The study was guided by five objectives and the following emerged from the findings.

5.2.1 Background of the Respondents

The study population comprised of 503 participants from six departments of Kenya Medical Training College Nairobi. Of the 152 questionnaires distributed, 128 were completed and therefore valid and they yielded throughout this study. Therefore, the overall response rate was 84 percent. The study found out that 48% of the respondents were male while 52% were female. None of the respondents had worked with the organization for less than one year; the majority who were 45.3% had worked with the organization for 6 – 10 years. Most of the respondents were aged between 41 – 50 years.

Regarding the level of education, most of the respondents were diploma holders forming a majority of 79.7%. Respondents with masters and above were only 3.9%, while none of the respondent was a certificate holder.

5.2.2 Work Conditions

Seventy one point one percent of the interviewed population agreed that disabled employees in the organization being entitled to additional measures aimed at improving their social and professional integration influenced organizational performance. On the contrary only 1.6% of the respondents strongly disagreed that the issue of the disabled did not influence organizational performance. On the issue of occupational safety, majority of the employees (71.1%) agreed that their occupational safety influenced performance, As shown in table 4.4.2. , 46% of the respondents agreed that organizational performance was affected by the organization providing enough opportunities for personal development.

According to findings obtained as shown in table 4.4.3, most of the respondents (48.5%) strongly agreed that, being given rights to form associations for the defense of their economic and social interests affected organizational performance. Lastly, in this part of the survey, majority of the respondents (53.1%) felt that gender discrimination in the organization affected the general organization performance. From this results, it's clear that the work conditions in KMTC affects its general organizational performance. The environment in which employees worked had a tremendous effect on their level of pride for themselves and for the work they are doing (Syptak, 1999).

5.2.3 Compensation level

Proponents of equity theory (Adams, 1965) proposed that, individuals who perceive themselves to be underpaid or overpaid may alter their efforts to achieve a balance between performance and reward. From the results as presented in table 4.5.1, most of the workers forming a majority of 73.4% believed that workers participation in decision

making affects organization performance, 49.2 % of the respondents also agreed that cash bonuses given at the end of the year was also a factor influencing organizational performance. The stock option also offered by the KMTC was another factor influencing organization performance since most of the respondents 50% who formed the majority agreed that it was a factor affecting organization performance. Benefits which formed part of the compensation was another factor that emerged as influencing organizational performance. As depicted in table 4.5.3, majority of the respondents (53.1%) believed that it was a factor to consider. From the findings, it was clear that the organizational performance was affected by KMTC giving equal training opportunities to all staff. According to Lawler (2001), performance based pay should be used to improve the level of trust and performance. The data as shown in table 4.5.5 showed that 53.9% of the participants strongly agreed that performance based pay affected KMTC's organizational performance. Herzberg, (1959) made the provocative argument that pay is a hygiene factor, not a motivator of performance. However, King's (2007) comprehensive review of research found no support for Herzberg. According to findings obtained, majority of the participants in the study (78.1%) agreed that salary affected the general organizational performance of KMTC.

5.2.4 Leadership Styles

Leadership has a direct cause and effect relationship upon any organization and its success. Leaders determine values, culture, change tolerance and employee motivation. They shape institutional strategies including their execution and effectiveness. Successful leaders do, however, have one thing in common. They influence those around them in order to reap maximum benefit from the organization's resources, including its most vital and expensive, its people. In fact, the influence of leaders and their effectiveness in moving people to a shared vision directly shapes organizations people, its materials, how patrons use or interact with them and whether or not that experience is beneficial. With leadership potentially playing such a vital role in the success of information centers and patron experiences, it is useful to consider the different types of leaders and their potential impact on organizations (Adams, 2009).

Findings from this part of the survey indicated that, majority of the respondents (67.2%) believed that leadership affected the organizational performance of KMTC . Employees in the KMTC also believed that receiving adequate information regarding the long term strategies of the organization as shown in table 5.5.6 influences organizational performance. Majority of the respondents (61.7%) strongly agreed . From the findings, majority of the participating employees in KMTC said that the ability to tell their supervisors when things were going wrong affected the general performance of KMTC. The employees and employers sharing similar values was another important factor in determining the organizational performance of KMTC, 57.8% of the participants strongly agreed .

This concurs with Ayman and Korabik (2010) remarks that, leaders can damage an organization irreparably as they force their followers to execute strategies and services in a very narrow way based upon a subjective idea of what success looks like. There is no shared vision and little motivation beyond coercion. Commitment, creativity and innovation are typically eliminated by autocratic leadership. During conflicts, the practices that supervisors applied in resolutions influenced the general organizational performance of KMTC. Only 0.8% of the respondents disagreed that conflict resolution practices did not affect organizational performance. Majority of the participants (49.2%) strongly agreed that recognition of employees for work well done affected organizational performance while none disagreed.

5.2.5 Organizational Trust

This part of the survey was meant to establish whether the level of organizational trust in KMTC affected organizational performance. From the findings as shown in table 4.7.1, most of the participants (71.9%) felt that the management having concern for employees influenced organizational performance. According to Shockley Zalabak (1999), concern as a dimension of trust pertains to the efforts by others to understand the feelings of caring, empathy, tolerance, and safety when in business activities. The participants as per the findings in table 4.7.2, showed that most of the respondents (51.6%) believed that

leader's concern for employees affected KMTC's performance. According to Shockley-Zalabak (1999), competence is a generalized perception that assumes the effectiveness not only of the leadership, but also of the organization's ability to survive in the marketplace. 47.7% of the respondents believed that KMTC's employees trust level in relation to their leaders influenced organizational performance. As shown in table 4.7.3, it was clear that 46.9% of the respondents felt that management commitment to employees affected the general performance of the organization. This dimension deals with the question, can you count on your co-worker, team, supplier, or organization to do what they say, and do they act consistently and dependably. Leaders sincere efforts in communicating to their team members was another factor that was thought to affect organizational performance of KMTC. Fifty five percent of the participants strongly agreed with this statement, only 1.6% of the participants indicated that it was not a factor to consider.

5.2.6 Performance

From the results obtained in relation to performance, most of the employees (50%) performance was average while they had a potential to perform better. Only 9.4% of the participants performed above average. 75% of the respondents agreed that their performance was much influenced by their level of job satisfaction. This concurs with Schneider (2007) who asserts that, when an employee feels a satisfaction about the job, he/she is motivated to put greater effort to the job performance. Then it tends to increase the overall performance of the organization. In other words, a satisfied individual employee and his effort and commitment are crucial for the successfulness of the organization. 53.1% of the respondents were not ready to accept any changes in the organization in relation to their work. Lack of accepting changes leads to poor organizational performance.

Majority of the employees were not satisfied with their jobs (75.8%). This is seen in table 34, where only 21.2% were satisfied with their jobs. Most of the employees were extremely committed to their organization (53.1%) though a substantial percentage (24.2%) was also not aware of their commitment to the organization. Participants of this

study gave their inputs in relation to improving their level of job satisfaction. Many of the respondents suggestions revolved around pay addition (25.8%), working conditions (13.3%), Leadership (14.1%), organizational trust (17.1%), participation (6.3%) , training (12.5%) and 10.9% did have any suggestions.

5.3 Conclusions

Based on the findings, several conclusions were made which include;

Most of the KMTC employees were women since courses like nursing were closely associated with women keeping in mind that the nursing department is the largest and the oldest. Majority of the KMTC employees were above the age of forty one years. Most of the employees in KMTC were also diploma holders. Working conditions influenced organizational performance. This was clear from the findings as most participants strongly agreed that, disabled employees, occupational safety, good environment for personal development, employee's right of association, and gender equality were factors that influenced the organizational performance of KMTC.

Both financial and nonfinancial compensation influenced organizational performance, respondents believed as shown in the findings that; participation in decision making, cash bonuses given at the end of the year , training opportunities availed without discrimination, level of salary and even performance based rewards are factors influencing organizational performance. The leadership styles applied in KMTC also affected the organizational performance of KMTC. From the findings most of the participants agreed that; leaders readiness to encompass corrections positively; giving adequate information regarding the long term strategies of the organization, ability of employees telling their supervisors when things were going wrong and sharing similar values in relation to the organization were factors affecting organizational performance. Leaders effective practices in conflict resolution at the place of work and recognizing employees for work well done were other factors that influenced KMTC overall performance .

Organizational trust was another factor that proved to be influential on organizational performance according to the findings obtained. Majority of the participants agreed that management concern for workers personal well being, supervisors keeping their promises, management taking some time to listen to the employees concerns and speaking the truth at all times were factors affecting organizational performance. Most of the employee's performance was average though all the employees had a potential to perform better. This performance was much related to their level of job satisfaction since most of the employees were straight forward that their job satisfaction level was low. These led to majority of the employees being rigid and were not in a position to accept any changes happening in their organization. Though most of the employees indicated that they were committed to their organization, there was a substantial number that was not committed.

5.4 Recommendations

Based on the above conclusions, KMTC need to invest in improving working conditions of its employees since it influenced the organizational performance . The environment in which staff work has a tremendous effect on their level of pride for themselves and for the work they are doing. KMTC should do everything it can to keep its equipment and facilities up to date. The organization has also to ensure that offices are well spaced to avoid overcrowding in offices to allow each employee his or her own personal space, whether it is a desk, a locker, or even just a drawer.

KMTC should ensure that the compensation package is competitive. The main objective of reward program should be to attract qualified people to join the organization, to keep employees coming to work and to motivate employees to achieve high level of performance. The rewards in KMTC should be categorized in to two groups, namely intrinsic rewards and extrinsic rewards. Intrinsic rewards are psychological rewards that are experienced directly by an individual.

KMTC leaders should apply various styles of leadership to be effective since leadership has a great influence on organizational performance. There is a clear difference between

leadership styles and there may be instances where one style is more effective, thus a need for flexibility and perhaps an inventory awareness of who might best lead an initiative based on their styles. In fact, certain leadership styles actually undermine morale, creativity, innovation and employee commitment. Leaders in KMTC should also allow employees to participate in major decision making concerning their areas of work. This enhances employees commitment and therefore organizational performance in the long run.

Finally, organizational trust in KMTC should be ensured at all times since it affects organizational performance. Individuals want to work in an environment of trust and respect where they have the ability to make contributions to the organizational goals and objectives. They want to be able to have the opportunity to show management that they can accomplish a task with the creativity obtained from working in teams. Top management should also address their workers concerns and be sincere in their efforts to communicate important issues with employees.

5.5 Suggestions For Further Research

The study recommends the following areas for further research;

This study focused on the effects of job satisfaction on organizational performance in KMTC. It mainly dealt with areas of working conditions, compensation, leadership and organizational trust. A research can be done focusing on other factors that were not studied.

A study could also be carried out to include other Kenyan parastatals, Private firms and other sectors apart from the health sector.

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APPENDICES

APPENDIX 1: Introductory Letter to Respondents

Dear Sir/Madam

I am an MBA student at Kenyatta University carrying out a research on the effects of job satisfaction on organizational performance at Kenya Medical Training College.

This is to request your co-operation in answering the questions on the attached questionnaire. Information obtained will assist the researcher in making important conclusions about the subject matter under study.

Please note that the responses that you will provide on the questionnaire are **CONFIDENTIAL** and will be treated as such and will be used exclusively for the purpose of research.

Yours faithfully,

Ann w. Ndung'u

D53/NYI/PT/24280 2011

Cell phone; 0720951539.

APPENDIX 2: Questionnaire

Instructions

You are most humbly requested to answer all questions. The information that you provide will be treated as confidential and strictly be used for research purpose of this research study.

NB: Kindly do not indicate your name.

Section A: Bio Data

Please tick where appropriate in the spaces provided

1. Your Gender

(a) Male

(b) Female

2. What is your age bracket?

(a) 25 – 30

(b) 31 – 40

(c) 41 – 50

(d) 51 years and above

3. Professional / Academic qualifications

(a) Certificate

(b) Diploma

(c) Bachelors Degree

(d) Any other (please specify)

4. For how long have you been working in KMTC?

(a) Less than one year

(b) 1 – 5 years

(c) 6 – 10 years

(d) 11 – 15 years

(e) 16 years and above

5. Section A: Work Conditions

Directions: Please indicate the extent to which you agree or disagree that the following factors related to work conditions influences organizational performance, reference to Kenya Medical Training College. Use the following ratings: **SA = Strongly Agree, A = Agree, N = Neutral, D = Disagree and SD = Strongly Disagree .**

Statements	SA (5)	A (4)	N (3)	D (2)	SD (1)
Disabled employees being entitled to additional measures aimed at improving their social and professional integration.					
Ensuring occupational safety within the organization.					
The organization providing a good environment for personal development.					
Employees in the organization having the right to form associations for the defense of their economic and social interests.					
Women being treated equally as their male counterparts in the organization.					

6. Is communication good within the organization? (Yes) (No)

In your opinion, does it affect organizational performance in KMTC?.....

.....

.....

7. Section B : Compensation

Directions: Please indicate the extent to which you agree or disagree that the following forms of compensation offered by the Kenya Medical Training College affects organizational performance. Use the following ratings: **SA = Strongly Agree, A = Agree, N = Neutral, D = Disagree and SD = Strongly Disagree .**

Statements	SA (5)	A (4)	N (3)	D (2)	SD (1)
Workers participation in decision making.					
The cash bonuses provided at the end of the year.					
The stock rewards given by the organization (ownership option).					
The Benefit Package offered (i.e. leave allowance, house allowance, commuter allowance etc).					

Training opportunities available to all staff within the organization without discrimination.					
The extent to which reward is pegged on performance (performance based incentives)					

8. Are you satisfied with your salary? (Yes) (No)
According to you, does pay influence organizational performance.....
.....

9. Section C : Leadership Styles

Directions: Please indicate the extent to which you agree or disagree that the following statements related to leadership influences organizational performance, reference to Kenya Medical Training College. Use the following ratings: **SA = Strongly Agree, A = Agree, N = Neutral, D = Disagree and SD = Strongly Disagree .**

Statements	SA (5)	A (4)	N (3)	D (2)	SD (1)
freedom of employees to disagree with their immediate supervisor .					
KMTC giving adequate information regarding the long-term strategies of the organization to its workers.					
Ability of workers correcting immediate supervisors when things are going wrong.					
Sharing of similar values between workers and immediate supervisors.					
Applying good and successful practices during conflicts in the organization.					
Employees receiving recognition for good performance in the organization.					

10. Section D : Organizational Trust

Directions: Please indicate the extent to which you agree or disagree that the following statements related to organizational trust affects organizational performance, reference to Kenya Medical Training College. Use the following ratings: **To the Fullest Extent, To a Great Extent, Neutral, Not at all and Do not Know.**

Statements	To the Fullest Extent (5)	To a Great Extent (4)	Neutral (3)	Not at All (2)	Do not Know (1)
Concern for employee's personal well-being.					
Supervisors following through with what they say.					
Top management listening to employees' concerns.					
Immediate supervisors always speaking the truth.					
Top management keeping their commitments to employees.					
Immediate supervisors being sincere in their efforts to communicate with their team members.					

11. what was your rating in the last performance appraisal conducted in the organization?

- (a) Excellent
- (b) Above average
- (c) Average
- (d) Below average

12. Do you think your rating was related to your level of job satisfaction? (Yes) (No)

13. Are you flexible enough to accept new ways of doing things in the organization? (Yes) (No)

14. In your view, how satisfied are you with your job?

- (a) Very Satisfied
- (b) Satisfied
- (c) Not satisfied

15. How committed are you to the organization?

- (a) Extremely committed
- (b) Moderately committed
- (c) Not Committed
- (d) Not Sure

15. Give ideas on how to improve the level of organizational performance² in

KMTC.....

APPENDIX 3: Budget

Item Number	Stationery	qty	Amount Kshs	total
1	Ruled papers	4 ream	450	1600
2	Photocopy papers	3 ream	500	1500
3	Biro pen	1packet	400 Each	400
4	HB pencils	20	20 Each	400
5	Folder	10	50	500
6	White out	10	50	500
7	Rubber	10	5	50
Sub total				4,950
Services				
1	Typesetting and Printing proposal	20 pages	30 per page	600
2	Typesetting and printing questionnaire	152 copies	30 per page	7470
3	Photocopying questionnaire	152 copies (6pgs each)	2per page	4560
4	Typesetting findings	50 pages	30 each	1500
5	Printing	50 pages	10 each	500
6	Photocopying booklets	2 booklets	4 per page	200
7	Binding booklets	2 booklets	60 each	120
Sub Total				14,950
	Lunch per day and transport for researcher and 10 assistant x 5days		500 each	25,000
Sub Total				25000
TOTAL				44,900

APPENDIX 4: Time Schedule (2013)

Activities	JAN	FEB	MARCH	APRIL	MAY	JUNE	JULY
Topic selection and Proposal development							
presentation of the proposal							
data collection							
Data analysis							
Final report writing and dissemination							