FACTORS AFFECTING EMPLOYEE’S PERCEPTION ON JOB SATISFACTION: CASE OF UNITED STATES INTERNATIONAL UNIVERSITY (USIU)

BY

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UNITED STATES INTERNATIONAL UNIVERSITY

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ON JOB SATISFACTION: CASE OF UNITED STATES
INTERNATIONAL UNIVERSITY (USIU)

By

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Business in Partial Fulfillment of the Requirement for the
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FALL 2013
STUDENT’S DECLARATION

I, the undersigned, declare that this project is my original work and has not been submitted to any other college, institution or university for academic credit other than United States International University – Africa.

Signed: ___________________________ Date: ___________________________

Wanyama Shikuku (ID No. 611692)

This project has been presented for examination with my approval as the appointed supervisor.

Signed: ___________________________ Date: ___________________________

Dr. Zachary Mosoti

Signed: ___________________________ Date: ___________________________

Dean, Chandaria School of Business

Signed: ___________________________ Date: ___________________________

Deputy Vice Chancellor, Academic Affairs
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ABSTRACT

Effectiveness in United States International University (USIU) in Nairobi campus – Kasarani is critical amidst the competing needs in the university sector. The growing numbers of private and public universities in Kenya and the shifting paradigm to regionalization have necessitated need for USIU to reposition themselves if their operations are to remain sustainable. In the past USIU has been slow in taking up initiatives of job satisfaction of employees. This is because there was a high turnover like three to five years back and the main reason of these employees were job dissatisfaction.

This study sought to establish the factors that affect employee’s perception on job satisfaction in USIU. Specifically the study assessed the effect of employee’s perception of personal factors, social factors, and organizational factors on job satisfaction.

The research design was descriptive in nature, across-sectional survey based on selection of elements regarding the population of interest and presented in frequency and percentage distributions. The dependent variable of the study was job satisfaction, while the independent variables of the study were personal factors, social factors, and organizational factors. The population in this study comprised 365 full time employees (both academic and administrative). A sample of 79 full time employees was targeted to represent the population of interest. The sampling technique used consisted of a non-probability sampling technique that was purposive sampling based on the population of interest. Questionnaires were through a pilot testing process and thereafter were distributed to 79 full time employees. The data was coded and entered in Statistical Package for the Social Sciences (SPSS), and analyzed via descriptive statistics then presented in tables for clarity and ease of understanding.

About the effect of personal factors on job satisfaction, this study found that 68.6% of the respondents agreed that their perception on affective disposition determined their job satisfaction; 25.6% of the respondents agreed that their perception on the genetic disposition determined there job satisfaction; and 91.0% of the respondents agreed that their perception on core self-evaluation determined their job satisfaction. In regards to the effect of social factors on job satisfaction, the major findings of the study was that majority of the respondents, 86.5% agreed to the fact that their perception on supervisor and co-worker relationship determined job
satisfaction; 57.7% agreed that their perception on the role variables determined job satisfaction; and 96.2% strongly agreed that their perception on the organizational justice determined job satisfaction. In the relation to the effect of organizational factors on job satisfaction, majority of the respondents, 93.6% agreed to the fact that their perception on money as an organizational reward determine job satisfaction; 80.8% agreed that their perception on recognition as an organizational reward determine job satisfaction; 38.5% agreed that their perception on benefit as an organizational reward determine job satisfaction; and 87.2% agreed that their perception on promotion as an organizational reward determine job satisfaction.

With respect to personal factors and job satisfaction, this study concluded that employees with strategic management styles were more characterized by conscientiousness and openness to experience, while those with strong interpersonal management styles were most characterized by extraversion, agreeableness, and high emotional stability. Thus, all Big Five traits should be given attention in the study and application of organizational behavior. In addition, social factors and job satisfaction, the study concluded that job satisfaction is affected by the demographic similarity between supervisors and subordinates by the way in which supervisors assign tasks, the extent to which subordinates and supervisors like and respect each other, and the role of fairness in the workplace. And final, In regard to the organizational factors and its effect on job satisfaction, the research study concluded that organizational reward system must be as objective and as fair as possible and be administered contingently on the employee’s exhibiting critical performance behaviors. Thus, employees should be rewarded in accordance to their contribution in the achievement of organization goal and observation.

The study made several recommendations among them that employer (USIU) ought to give attention to all Big Five traits in the study and application of organizational behavior. It also recommended that USIU human resource department should propose organizational restructuring that influences the natures of interactions at work which affect coworker relationships and which in turn affect job satisfaction. It further recommended that USIU should go through a trial-and-error approach before they settle into unique reward systems that works best for their full-time employees.
ACKNOWLEDGEMENT

I am truly grateful to my Organizational Development Research Method lecturer, Dr. Zachary Mosoti, whose guidance, extreme patience, and help were instrumental in making this work reality.

I would like to thank the United States International University full time employees that participated in this survey and graciously granted their time for interviews.

I express my appreciation to every person especially Asha Suleiman, Eric Kemei, Frank Assekko, and Daudi Boaz who supported me in different ways to achieve this goal. Special thanks are reserved for my wife and family for their unyielding support and encouragement through my work.

Wanyama Shikuku

USIU, Fall 2013
DEDICATION

I dedicate this study to my family for their moral support, love and understanding that has enabled me come this far.
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<table>
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<th>Abbreviation</th>
<th>Description</th>
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<tbody>
<tr>
<td>ESTJ</td>
<td>Extraverted Sensing Thinking Judge</td>
</tr>
<tr>
<td>FFM</td>
<td>Five Factor Model</td>
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<td>FMRI</td>
<td>Functional Magnetic Resonance Imaging</td>
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<td>IHRM</td>
<td>International Human Resource Management</td>
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<td>MBTI</td>
<td>Myers Briggs Type Indicator</td>
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<td>OBSE</td>
<td>Organizational Based Self Esteem</td>
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<td>SPSS</td>
<td>Statistical Package for the Social Science</td>
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<td>USIU</td>
<td>United States International University</td>
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CHAPTER ONE

1.0 INTRODUCTION

1.1 Background of the Study

Many job-related attitudes have been studied by psychologists, but the two most commonly studied are job satisfaction and organizational commitment. These two job attitudes are different work-related attitudes but they are highly correlated because they result in similar employee behaviors. Meta-analysis indicate that satisfied employees tend to be committed to an organization, and employees who are satisfied and committed are more likely to attend to work, stay with an organization, arrive at work on time, perform well, and engage in behavior helpful to the organization than are employees who are not satisfied or committed. Therefore, before a person commits himself or herself, one has to be satisfied with the job (Luthans and Stajkovic, 2009).

Job satisfaction has long been viewed as relevant for organizational effectiveness – it is an aspect of the attitude – behavior link but in an applied setting. Job satisfaction is something that everyone seems both interested in and an expert on. This is because some people insist that the key to job satisfaction is money, others claim that its working conditions, still others believe that its employee participation (Bono, 2010). The list goes on and on. But according to Locke (2006), job satisfaction can be defined as a pleasurable, positive emotional state resulting from the cognitive appraisal of one’s job or job experiences. Locke (2006) further noted that job satisfaction stems from one perception. That is people tend to be satisfied in their jobs if they believe that they are getting what they want out of them.

The first antecedent of job satisfaction is personal factors where a sizable body of research suggests that people have stable characteristics that predispose them to respond positively or negatively to job context (Barber et al, 2009). Dwyer and Ganster (2006) have argued that the stability in job satisfaction scores overtime stems from affective disposition or tendency to respond to classes of environmental stimuli in predetermined affect-based ways. Judge and his colleagues (Judge and Bono, 2010) have demonstrated relationship between some Big Five factors and job satisfaction. For instance, those employees who are high on extraversion,
agreeableness, and conscientiousness tend to be more satisfied at work, whereas those high on neuroticism tend to be less satisfied. Another group of researchers have taken a slightly different perspective, focusing on genetic differences as an explanation for the stability in job satisfaction. In particular, they argue that genetic factors might influence the way in which individuals respond to their work contexts (Barricks and Mount, 2008). On self-esteem, some attention has been paid to the idea that individuals with high self-esteem tend to be satisfied with their jobs (Mossholder et al., 2007). In a recent study, researchers examined the role played by core self-evaluation in both job satisfaction and life satisfaction (Judge and Bono, 2010). By core self-evaluation the authors mean the fundamental evaluations that we make about ourselves – a concept that includes self-esteem and generalized self-efficacy. Judge and Bono (2010) concluded that core evaluation of the self-have consistent effects on job satisfaction regardless of the job. In other word how people view (or evaluate) themselves directly affects how they experience their jobs and their lives.

The second antecedent of job satisfaction is social factors where the relationship that employees have with their supervisors and coworkers seem to be indicators of whether these employees are satisfied with their jobs. Research indicates that job satisfaction is affected by the demographic similarity between supervisors and subordinates, by the way in which supervisors assign tasks, and the extent to which subordinates and supervisors like and respect each other (Toulouse, 2008). Role variables also affect job satisfaction. For instance, if one had a job in which he or she was not completely sure of what were his or her roles or functions in the organization were, can affect job satisfaction. Another variable is organizational justice. By organizational justice means the role of fairness in the workplace. Employee’s perceptions of the fairness of policies, procedures, and treatment affect their attitudes, behavior and performance (Cohen-Charash and Spector, 2003).

The third and final antecedent of job satisfaction is organizational factors where one study has demonstrated that employees’ satisfaction with their pay, benefits, and training and development are significant predictors of job satisfaction (Eisenberger et al., 2008). Another study shows that attitudes about pay are better predictors of job satisfaction than attitudes about benefits, although both make significant contributors to predicting satisfaction. About the work-family issue (the conflict or stress one experience as a function of valuing both one’s family and one’s job affects
both job and life satisfaction). According to Cropanzano, (2007), employees with high levels of conflict tend to be less satisfied with their jobs and their lives in general than employees with low levels of conflict. Other findings suggest that this relationship is slightly stronger for men than for women and considerably stronger for dual-career couples than for single-career couples.

United States International University (USIU) is located in the Kasarani area, off Thika Road in the suburb of Kenya’s capital city of Nairobi. The University is an independent not for profit institution serving approximately 5000 students of whom 88% are domestic and 12% are international representing about 54 nationalities (USIU, 2004)

The ruby was considered by the ancients to be the “king of gems.” Others thought it represents the sun, integrity, courage, inspiration or prosperity and it was often used as a talisman toward off danger and disaster (USIU, 2004).

Many of these features of the ruby also represent characteristics of the university throughout its history. Right from its inception built on sound principles, USIU was destined to be a center of academic excellence for social transformation. This was through the courageous actions of Dr. William Rust, USIU’s founder who pursued the prospect of establishing a private America University in an African country at a time when such were unheard of on the continent. Inspired by his vision of world peace through education he believed that “International Universities would promote the understanding of different nations and cultures and consequently encourage world peace (USIU, 2004)

Eventually, Kenya was selected and in 1969 USIU was registered under the Companies Act. In January 1970, the Permanent Secretary of the Ministry of Education in Kenya Mr. P. J. Gachathi, and President William Rust signed a Memorandum of Agreement authorizing USIU to establish a campus whose aim was the furtherance of education and the promotion of international fellowship and accord through education (USIU, 2004)

USIU is a double accredited institution of higher education. The varsity is accredited by the Western Association of Schools and Colleges (WASC) in the United States of America and the commission for Higher Education (CHE) in Kenya. In December 1999, USIU was awarded a charter by the CHE in a ceremony presided over by the former president, Daniel Arap Moi (USIU, 2004).
Over the last 40 years, USIU has certainly grown in leaps and bounds. Today USIU has almost 500 academic and administration staffs. Some of these staffs are satisfied and others are dissatisfied because of personal factors, social factors, and organizational factors (USIU, 2004).

USIU can use variety of theories to come up with the solution of job dissatisfaction. For instance, USIU can use the theories to design an organization climate that is more conducive to motivation and satisfaction. For example, individual-difference theories say that each of us brings to a job an initial tendency to be satisfied with life and its various aspects such as work. A person with a low tendency toward satisfaction might start a job with only 6 hypothetical satisfaction points, a person with a neutral tendency might start with 10 hypothetical points, and a person with a high tendency might bring 14 points (Baron, 2007).

According to discrepancy theories, employees will remain satisfied with their jobs if it meets their various needs, wants, expectations, and values. But individuals vary greatly in their needs for such things as achievement, status, safety, and social contact. Thus, not every job can satisfy the needs of every employee during every period of his or her life. By being aware of employee needs, USIU can select the employees whose needs are consistent with the requirements and characteristics of the job (Nelson and Quick, 2008).

According to the intrinsic satisfaction theory and job characteristics theory, employees will be more satisfied with their jobs if the tasks themselves are enjoyable to perform. What makes a task enjoyable varies across individual. Many people enjoy making decisions, solving conflicts, and seeing a project through from start to finish, whereas others do not (Kristof, 2005).

No matter how much employees intrinsically like their work, equity and justice theories predict that employees will become dissatisfied if rewards, punishments, and social interactions are not given equitably. For example, if one employee work harder than a coworker, yet he or she receives a bigger raise, the former employee will less likely be satisfied even though money may not be the reason the employee is working (Liao and Rupp, 2006).

1.2 Statement of the Problem

Sometimes performance is not a function of job satisfaction at all but instead is determined by the constraints one perceive at work; the skills one possess to do a particular task; the health
problem of one’s children which prevent employees from getting any sleep the night before employees misunderstanding of what is expected with respect to particular tasks; and employees lack of motivation resulting from the company’s new policy to limit salary increase (Bono, 2010).

Thus what has been done on this topic are on those employees who develop withdrawal behaviors such as: one, absenteeism – the closest predictor to attendance is attendance motivation. Scott et al., (2008) argued that the best predictor of a behavior is the attention to exhibit that behavior. Scott et al., (2008) says that attitude leads to intention which affects behavior much like satisfaction leads to attendance motivation, which then influences attendance. Two, lateness – Steers and Rhodes model of absence has also been applied to lateness; here the results indicate that job satisfaction has a small direct effect on attendance but that both motivation to be on time and ability to be on time are important determinants of lateness (Eisenberger et al., 2007). Third and final, turnover – one approach to turnover, develop by Lee et al., (2006) include job satisfaction at the beginning of Steers and Rhodes model and quitting or staying at the end. Along one path to turnover, job satisfaction affects the extent to which an individual begins thinking about quitting; a second path leads from job satisfaction to a job search and comparison of alternatives. Both paths eventually result in a decision to stay or go.

Apart from withdrawal behaviors, also when employees are dissatisfied, he or she can engage in counterproductive behaviors such as antisocial and dysfunctional behaviors (Greenberg and Roberts, 2004). Spector (2008) has presented a model of antisocial behaviors in which frustration is the centerpiece. He argues that when employee is frustrated and thus dissatisfied, his or her potential for antisocial behaviors is increased. Luthans and Stajkovic (2009) found that young, dissatisfied employees are more likely to engage in counterproductive work behaviors, and Locke (2006) demonstrated that individual low on conscientiousness tended to be most likely to exhibit counterproductive behaviors.

Therefore, what has not been done on the effect employee’s perception on job satisfaction has long been controversial among employers and employees. For instance, “a satisfied worker is a productive worker,” as the old axiom goes, but what if that satisfied worker is incapable of doing what is required on his or her job? What if despite his or her satisfaction, the norm at work is to
do just enough to get by? What if he or she is really pleased with his or her job, but this satisfaction does not lead to an intention to work hard because his or her supervisor does not require much effort to get a favorable performance review? (Kirkman and Shapiro, 2011).

At United States International University (USIU), despite the concerns outlined, little had been done to establish the effect of personal factors, social factors, and organizational factors on job satisfaction. Therefore, this study sought to establish how employees view quality of work life. This was because the end result of quality of work life was the overall satisfaction one receives from a job.

1.3 Purpose of the Study

The general objective of this study was to identify factors affecting employee’s perception on job satisfaction.

1.4 Research Questions

1.4.1 What determines the effect of personal factors on job satisfaction?
1.4.2 What determines the effect of social factors on job satisfaction?
1.4.3 What determines the effect of organizational factors on job satisfaction?

1.5 Importance of the Study

Apart from its academic purpose, this research is of great benefit to the management and staff of United States International University (USIU). The results of the study will act as a guide in the development of USIU staff’s perception that their jobs are fulfilling.

1.5.1 University Management

The research aim to help university management to make better decisions regarding whom to recruit or promote as a supervisor- a person who should not only be a task oriented but also relationship oriented. If the supervisor is both task and relationship oriented person, then there will be less withdrawal behaviors.
1.5.2 University Staff
The study will help the administrative staff to co-exist with each other in harmony. People with great jobs often say-working with a great group of people who pitch in for each other and make work fun. This is because they are supportive, helpful, trustworthy, and enjoyable to be around.

1.5.3 Other Like Institutions – Academic Institutions
The research will help other academic institutions as references on how to increase job satisfaction and decrease dissatisfaction among employees thus minimizing withdrawal behaviors, lateness, and turnover.

1.5.4 Academicians and Researchers
Researchers and scholars will benefits from this study because they will use it for future reference and learning material when researching on related topics. For academicians, this research makes a contribution towards understanding the underlying ethical issues of job satisfaction.

1.6 Scope of the Study
The study focused on the factors affecting the perception of employees on job satisfaction in United States International University. The geographical scope of this study was at USIU – Kasarani Campus. The population of the study was 365 both administrative staffs and academic faculty who represent the population of interest within the general population of USIU. The study was conducted between the months of August and October 2013.

1.7 Definition of Terms
1.7.1 Affective Disposition
The tendency to respond to classes of environmental stimuli in predetermined affect-based ways (Kreitner and Kinicki, 2009). Affective disposition thus seems to explain at least some individuals’ stable levels of job satisfaction.
1.7.2 Organizational Justice

Organizational justice means the role of fairness in the workplace. Research has demonstrated that organizational fairness affects job satisfaction through its effect on perceives organizational support and leader-member relationship (Eisenberger et al., 2007).

1.7.3 Work-family Conflict

A model of work-family relations in which work and family demands are incompatible. Employees with high levels of conflict tend to be less satisfied with their jobs than employees with low levels of conflict (Greengrass, 2005).

1.7.4 Counterproductive Behaviors

Any behaviors that bring or are intended to bring harm to an organization, its employees, or stakeholders (Nelson and Quick, 2010). But Spector (2008) argues that when an employee is frustrated and thus dissatisfied, his or her potential for antisocial behaviors is increased.

1.7.5 Performance

Performance means actual on the job behaviors that are relevant to the organization goals. Satisfied employees may be productive employees. Thus, satisfaction is a good predictor of performance (Mitchell and Wood, 2007).

1.8 Chapter Summary

This chapter 1 serves as a summary of the research proposal. First, the background of the study is about the theories which USIU can use to design an organization climate that is more conducive to motivation and satisfaction. Second, statement of the study is that the end result of quality of work life is the overall satisfaction one receives from a job. Third, purpose of the study is to identify factors affecting employee’s perception on job satisfaction. Fourth, research questions are: to determine the effect of personal factors on job satisfaction; to determine the effect of social factors on job satisfaction; and to determine the effect of organizational factors on job satisfaction. Fifth, importance of the study was to help: the university management; university administrative staff and academic faculty; academic institutions; and academicians and researchers. Sixth, scope of the study is focusing on 365 employees of USIU both academic faculty and administrative staff. Seventh and last is the definition of terms such as affective
disposition, organizational justice, work-family conflict, counterproductive behaviors, and performance.

The literature review in chapter 2 addresses the relevant theories as well as previous studies and their outcomes. Chapter 3 examines the research methodology applied in this study. Chapter 4 focuses on analyzing of the research findings and presenting the results. Chapter 5 provides a discussion of the findings of the study, the conclusions derived from the findings, the recommendations for improvement, and recommendations for further research.
CHAPTER TWO

2.0 LITERATURE REVIEW

2.1 Introduction

This chapter reviews the previous studies that have been carried out on the various factors that affect job satisfaction. They are based on the research questions highlighted in chapter one. These include: determining the factors affecting personal factors, social factors, and organizational factors on job satisfaction. The chapter summary provides an outlines of the areas covered in this chapter and a description of what chapter three covers.

2.2 Personal Factors that Affect Job Satisfaction

2.2.1 Affective Disposition

Some researchers in this area have argued that stability in job satisfaction scores overtime stems from affective disposition or the tendency to respond to classes of environmental stimuli in predetermined affect-based ways (Judge and Bono, 2010). Quite a few studies conducted by Judge and his colleagues have demonstrated that one’s affective disposition is related to one’s level of job satisfaction. In other words, some individuals respond to the world in a favorable way, while others respond in an unfavorable way.

The idea that job satisfaction may be caused in part by personality can be traced back to the Hawthorne Studies. The Hawthorne researchers noticed that certain individuals, whom they called the chronic kickers, were continually complaining about the job. No matter what the researchers did for them, the chronic kickers always had new complaints (Mitchell and Wood, 2007). Barrick and Mount (2008) noted in a longitudinal study that job satisfaction seemed very stable overtime and they speculated that it might be the product of personality traits.

But Dwyer and Ganster (2006) have demonstrated relationship between some Big Five factors and job satisfaction. They said that employees who are high on extraversion, agreeableness, and conscientiousness tend to be more satisfied at work. Whereas, those high on neuroticism tend to be less satisfied.
Although personality traits, long-term predisposition for behavior have been generally downplayed and even totally discounted in recent years, there is now considerable support for a five-factor traits based theory of personality called the Five-Factor Model (FFM) or in the field of organizational behavior and human resource management, the “Big Five,” these traits have help up as accounting for personality in many analysis over the years and even across cultures (Levy, 2006).

The Big Five have also been extended through meta-analytic studies to also demonstrate a positive relationship with performance motivation (goal setting, expectancy, and self-efficacy) and job satisfaction (Dwyer and Ganster, 2006). Judge and Bono (2010) argues that although the five traits are largely independent factors of a personality, like primary colors, they can be mixed in countless proportions and with other characteristics to yield a unique personality whole. However also like colors, one may dominate in describing an individual’s personality.

There is general agreement that conscientiousness has the strongest positive correlation with job satisfaction. As a meta-analysis concluded, individual who are dependable, persistent, goal directed, and organized tend to be higher performers on virtually any job; viewed negatively, those who are careless, irresponsible, low achievement striving and impulsive tend to be lower performers on virtually any job (Locke, 2006).

Conscientious employees set higher goals for themselves, have higher performance expectations, and respond well to job enrichment resource management. Research indicates that those who are conscientious are less likely in International Human Resource Management (IHRM) to be absent from work, and a study found that conscientiousness of expatriates related positively to the rating of their foreign assignment performance. But another study found the relationship of conscientiousness to job performance was strong when job satisfaction was low but was relatively weak when satisfaction was high (Barrick and Mount, 2008).

Myers (2008) argues that although conscientiousness has received the most research attention, those employees with high extraversion tend to be associated with management and sales success; those with high emotional stability tend to be more effective in stressful situations; those with agreeableness tend to handle customer relations and conflict more effectively; and those
open to experience tend to have job training proficiency and make better decisions in a training problem solving simulation.

Another study found that those with a strategic management style were most characterized by conscientiousness and openness to experience, while those with a strong interpersonal management style were most characterized by extraversion and openness. Also with group rather than individuals, the Big Five may be predictive of team performance – the higher the average scores of team members on the traits of conscientiousness, agreeableness, extraversion, and emotional stability, the better their team performed. Thus, all Big Five traits should be given attention in the study and application of organizational behavior (Kristof, 2005).

But according to Jung (2006) who developed Myer-Briggs Type Indicator (MBTI) felt that people could be typed into extraverts and introverts and that they had two basic mental processes – perception and judgment. He further divided perception into sensing and intuiting and judgment into thinking and feeling. This yields four personality dimensions or traits: introversion/extraversion; perceiving/judging; sensing/intuition; and thinking/feeling. Thus he felt that although people had all four of these dimensions in common, they differ in the combination of their preferences of each.

2.2 Genetic disposition

Many genes are responsible for various aspects of people’s temperament and those genes appear to interact with each in complicate ways that influence several traits at once. That is hundreds of genes do at least slightly influence the personality traits, but so does the environment. Thus, it is not nature or nurture but nature and nurture that contribute to one’s personality. Therefore, the genes affect brains functions that in turn affect how people interact with their environment and thus their personalities (Kolb et al., 2007).

As to neuropsychology, recent breakthrough in brain-scanning technology called Functional Magnetic Resonance Imaging (FMRI), allow measurement of brain activity by mapping specific regions that are linked to specialized roles. Thus, the frontal lobes are part of the brain that anticipates events and weighs the consequences of behavior, while deeper brain regions including the seahorse-shaped hippocampus and the nearby amygdale are associated with such things as memory, mood, and motivation (Luthans and Stajkovic, 2009).
Besides the left and right regions, FMRIs are also able to detect that the amygdale part of the brain has to do with the emotion of the individual. Thus, discoveries in neuroscience reveal that talent and better quality performance involve not just the frontal lobes-the decision making brain circuitry that houses intellect-but also the amygdale- in tough economic times, talent and emotional engagement are the only natural competitive advantages (Luthans and Stajkovic, 2009).

But Scott et al., (2008) suggests that job satisfaction not only may be fairly stable across jobs but also may be genetically determined. Scott (2008) and his colleagues arrived at this conclusion by comparing the levels of job satisfaction of 34 sets of identical twins that were separated from each other at early age. But such a finding does not mean that there is a “job satisfaction gene.” Instead, inherited personality traits such as negative affectivity (the tendency to have negative emotions such as fear, hostility, and anger) are related to our tendency to be satisfied with jobs.

Kirkman and Shapiro (2010) argued that it may be that some people will probably not be satisfied with any job, and supervisors should not lose sleep over the fact that these employees are not happy or motivated. One way to increase the overall level of job satisfaction in an organization would be to hire only those applicants who show high levels of overall job and life satisfaction.

2.2.3 Core Self-Evaluation

Whether the consistency in job satisfaction is due to genetic or environmental factors, a series of personality variables appear to be rerated to job satisfaction. That is, certain types of personalities are associated with the tendency to be satisfied or dissatisfied with one’s job (Baron, 2007).

Judge and Bono (2010) have hypothesized that four personality variables are related to people’s predisposition to be satisfied with life and with their jobs: emotional stability, self-esteem, self-efficacy (perceived ability to master their environment). That is people prone to be satisfied with their jobs and with life in general have high self-esteem and a feeling of being competent are emotionally stable, and believe they have control over their lives.
Self-esteem has obvious implications for organizational behavior called Organization-Based Self-Esteem (OBSE) which is known as the self-perceived value that individuals have of themselves as organization members acting within an organization context. Those who score high on OBSE view themselves positively, and those who score low view themselves negatively. Thus, a meta-analysis found a significant positive relationship with performance and satisfaction on the job (Cropanzano, 2007).

Kreitner and Kinicki (2009), confirm that employees with high self-esteem feel unique, competent, secure, empowered, and connected to the people around them. But if employee’s self-esteem is low and they are not confident in there thinking ability, they would fear decision making, lack negotiation, and interpersonal skills, and would be reluctant or unable to change. But Mossholder et al., (2007) argue that supervisors can overcome self-esteem problems of their employees by practicing procedural fairness and rewarding for a job well done. Greengrass (2005) argue that emotional stability and extraversion are the most significantly related to job and life satisfaction.

2.3 Social Factors that Affect Job Satisfaction

2.3.1 Supervisors and Coworker Relationship

Research indicates that people who are enjoying working with their supervisors and coworkers will be more satisfied with their jobs. Also it indicated that job satisfaction is affected by the demographic similarity between supervisors and subordinates by the way in which supervisors assign tasks, and by the extent to which subordinates and supervisors like and respect each other (Toulouse, 2008).

Research definitely supports the importance of coworker reactions as an antecedent to job satisfaction: according to one study the extent to which individuals are satisfied with their pay levels is partly determined by their comparisons with as well as beliefs and attitudes about their coworkers (Mitchell and Wood, 2007).

But another study proposed that organizational restructuring that influences the nature of interactions at work affect coworker relationships which in turn affect job satisfaction (Schwartz...
and Rock, 2007). Indeed, this study found that after the departments in organizations were restructured, attitudes about coworkers predicted job, as well as life satisfaction.

Leadership is not restricted to the executive suite. Anyone in the organization may be a leader in various ways and at various times. This view is known as shared leadership. It does not operate out of one formally assigned position or role. Instead, a team or work unit may have several leaders at the same time. One team member might champion the introduction of new technology, while a co-worker keeps the work unit focused on key performance indicators. Thus, shared leadership calls for a collaborative rather than internally competitive culture because employees take on shared leadership roles when co-worker supports them for their initiative. Also, shared leadership lacks formal authority, so it operates best when employees learn to influence others through their enthusiasm, logical analysis, and involvement of co-workers in their idea or vision (McShane and Glinov, 2011).

Supervisors should not only become transactional but transformational leaders. Transactional leader guide or motivate employees in the direction of established goals by clarifying role and task requirements. Transformational leaders pay attention to the concerns and developmental needs of employees; they change employees’ awareness of issues by helping them look at old problems in new ways; and they excite, arouse, and inspire followers to put out extra effort to achieve group goal. Moreover, transformational supervisor is more than charisma – this lead to lower turnover rates, higher productivity, and higher employee’s satisfaction (Distenfano and Pryer, 2009).

2.3.2 Role Variables

Two specific variables have been prominent in this research – role ambiguity is the extent to which employees are uncertain about what their job functions and responsibilities are. Many supervisors fail to provide clear guidelines and directions for their subordinates, leading to ambiguity about what the employee is supposed to do. Role conflict arises when people experience incompatible demands either at work (intrarole) or between work and non-work (extrarole) (Locke, 2006).

For role ambiguity, the meta-analysis by Kristof (2005) clearly demonstrates the importance of fit. Employees who perceive a good fit with their organization, job, coworker, and supervisor
tend to be satisfied with their jobs, identify with the organization, remain with the organization, perform better and engage in organizational citizenship behaviors.

Management guru Warren Bennis put it, “leaders do not avoid, repress, or deny conflict, but rather see it as an opportunity” – that is conflict can leads to better decision, and better relationships.

Gully (2012) suggests that employers investing in building a culture that support constructive conflict and discourage destructive conflict improve organizational performance. Thus employers who reward employees who engage in constructive conflict help to reduce employees’ fears of ridicule or rejection. Assigning one or more employees to play the role of devil’s advocate can help to generate constructive conflict by providing a safer environment for the introduction of different perspectives. The dialectical method in which multiple groups discuss issues separately and then together to better synthesize different viewpoints into a common framework can help to reduce conflict by ensuring that multiple perspectives are incorporated into decisions.

Studies have found that employees who report high levels of role conflict had lower job satisfaction than their counterparts with low levels of conflicts. Also the same studies found a correlation between role conflict and job satisfaction for men but not for women (Lord et al., 2002). Men consider their own jobs to be more important than women consider their own jobs to be.

2.3.3 Organizational Justice

Organizational justice means the role of fairness in the workplace. The question is whether employees’ perception of the fairness of policies, procedures, and treatments affects their attitudes, behaviors, and performance. But because the relationships between perceptions of justice and employee attitudes and behavior are so strong: it is essential that employers be open about how decisions are made, take time to develop fair procedures, and provide feedback to employees who might not be happy with decisions that are made (Liao and Rupp, 2006).

But according to Cohen-Charash and Spector (2003), employees can reduce perceived inequity by first changing their inputs. They can either stop working hard or avoid working overtime. A
second way is by changing the outcomes. Employees can present his or her concerns to the employer by asking for a rise, a promotion, additional benefits or more recognition. A third way is by altering perception. An employee can convince himself or herself that his or her ratio is about the same as his or her coworker. But this is reasonably successful in the short term helping to reduce the tension that arises from perceived inequity.

Also Ferrin and Dirks (2008) developed equity sensitivity to account for the notion that people differ in terms of their sensitivity to over-reward or under-reward situations. This construct has been quite useful in predicting attitudes and behavior as a function of various inequitable situations. Depending on how employees scores on equity sensitivity measures, they are classified as benevolent, who tend to be more tolerant of under-reward inequity; as entitled, who always want over-reward; or as equity sensitive, who truly desire the state of equity or balance.

Dwyer and Ganster (2006) argue that one of the greatest problems with the equity and justice theories is that despite their rational sense, they are difficult to implement. That is the best way to keep employees satisfied will be to treat them all fairly, which would entail paying the most to those employees who contributed the most. Reasons of it being difficult to achieve equity is: first reason is practicality – an organization can control such variables as salary, hours worked, and benefits but cannot control other variables such as how far an employee lives from work or the number of friends an employee makes on the job. Second reason is employee’s perception of input level may not match reality.

Cohen-Charash and Spector (2003) argues that employees should base their judgments on factual information. In two surveys, 40 percent of employees stated that they did not understood how their pay was determined. Another survey found that 60 percent of employees who understood how their pay was determined were satisfied with their jobs. The results of these surveys suggest that to increase perceptions of equity, organizations need to do a better job of explaining their compensation systems.

Also Eisenberger et al., (2004) suggest that another way to increase perceptions of equity would be to allow employees access to the salaries of other employees. In the public sector, most organizations keep such information confidential. Such policies however encourage employees
to speculate how much other people make. This speculation usually results in employees thinking the worst and believing that others make more than they do.

2.4 Organizational Factors that Affect Job Satisfaction

2.4.1 Money as Organizational Rewards

Money provides a rich basis for studying behavior at work because it offers explanations for why people act as they do. Ferrin and Dirks (2008) noted that money is a prime factor in the foundation of commerce that is people organize and start business to make money. Money is also associated with four of the important symbolic attributes for which human strive: achievement and recognition; status and respect; freedom and control; and power. In particular, money helps people attain both physical (clothing, automobiles, houses) and psychological (status, self-esteem, a feeling of achievement) objectives.

Barber et al., (2009) says that a money maker Donald Trump argues that money was never a big motivation for him except as the way to keep score. The real excitement is to play the game. Thus money has been of interest to organizational behavior theorists and researchers who have studied the linkages between pay and performance by seeking answers to questions such as: how much of a motivator is money? How long lasting is its effects? What are some strategies to employ in using money as job satisfaction?

In order for money to be effective in the organizational reward system, the system must be as objective and fair as possible and be administered contingently on the employee’s exhibiting critical performance behaviors. Kreitner and Kinicki (2009) noted that an effective pay system for rewarding people has to address three considerations. First, the organization must ask itself what outcomes it is seeking-higher profits increased sales, and greater market share. Second, the enterprise must be able to measure these results. Third, the organization must tie its rewards to these outcomes. The problem for many of today’s organizations is that they do still not know what they want to achieve or are unable to measure the results.

But Luthans and Stajkovic (2009) argue that the criteria for determining merits are often nebulous because the organization the organization does not clearly spell out the conditions for earning this pay. Thus, first unless the criteria for ‘best’ are objectively spelled out, most of those
who do not get merit money will feel left out because they believe they are among the best. Second, merit pay can end up being ‘catch-up’ – everyone is given a 2 percent across the board raise and those whose pay is low are given merit to get them closer to market value. Therefore, unless the longer-tenured employees are given more money they might look for jobs at companies that are willing to pay them more based on their job experience.

2.4.2 Recognition as Organizational Reward

Research shows that there are many types of recognition that can lead to enhanced performance and job satisfaction. One of these that is receiving increased attention is recognition of the fact that many employees have work and family responsibilities and when the organization helps them deal with these obligations loyalty and job satisfaction increases. This finding is particularly important in that a survey found that 25 percent of the most sought often employees (highly educated, high income professionals) reported they would change jobs for a 10 percent increase in salary and 50 percent would move for a 20 percent raise (Nelson and Quick, 2010).

Formal recognition is vital part of the reward system that makes up the environmental component of the social cognitive framework for understanding and effectively managing organizational behavior. Thus, these reward systems are designed to reward effective employee performance behavior and enhance employee’s satisfaction and commitment. Also, they are designed to meet the specific and changing needs of the employees. This is why many firms have gone through a trial-and-error approach before they have settled into unique systems that works best today for their employees (Mitchell and Wood, 2007).

Recognizing creativity is becoming increasingly necessary for competitive advantage. Thus, the professionals (e.g. software developers and other knowledge workers) whose primary responsibilities include innovating, designing, and problem solving, make up an increasing percentage of the workforce. Therefore, for organizations to get peak performance from its creative workforce, they can reward excellence with challenges, values the work over the tools, and minimizes hassles (Kolb et al., 2007).

But Ferrin and Dirks (2008), urged that recognition as a reward does not have to be sophisticated or time consuming. Instead recognize system should be basic and easy to implement program. Thus, recognition should be part of the performance management process, so that everyone
begins to use it; organization should have site-specific recognition ceremonies that are featured in the company’s communication outlets such as the weekly newsletter and the bimonthly magazine; let everyone know the steps that managers are taking to use recognition effectively; and solicit recognition ideas from both employees and managers, as they are the one who are most likely to know what works well and what does not.

2.4.3 Benefits as Organizational Rewards

Every permanent employee receives benefits even though they often seem to unaware and not know the usually high monetary value of these benefits. Even though employees may not be aware, the facts are that benefits constitute a large percentage of most company’s expenses. Though the benefits costs are high, it is a vital part of the organization’s reward system and helps attract, maintain, and retain outstanding employees. Thus, this reasoning is known as efficiency wage theory which holds that firms save money and become more productive if they pay higher wages and better benefits because they are able to hire and leverage the best talent (Levy, 2006).

The benefits portion of the organizational reward system is categorized in two: the traditional and newly emerging benefits used in today’s organizational reward system. The traditional ones are those that are offered because they are required by law: National Social Security Fund; Pension Benefits; and Time-off Benefit. But in recent years, a number of benefits have emerged—wellness program and assistance with family related responsibilities (Luthans and Stajkovic, 2009).

According to Locke (2006), wellness programs focuses on keeping employees from becoming physically and/ or mentally ill. Thus, employees who exercise regularly and maintain or lose excess weight are less likely to take sick days and thus reduce health insurance premiums and lost productive time. This has made firms to encourage their employees to work out regularly by installing gymnasium or workout center on the premises or offering to finance at least part of the cost of joining local health club. Also employees are being encouraged to exercise by giving them a financial payment. Some encourage their people to keep their weight under control and individual who are heavy are paid to lose the extra weight.

But Barber et al., (2009) argue that without the benefits of an employee’s stage of life—child care and elder care—then the employee will be productive and satisfied. Employees drop off their
child at the day care center, come by and have lunch with the child, and then pick up the child after work. Thus, some firms have installed TV cameras so employees can view and keep track of their child throughout the day in the center. For elder care, referral service are used by an employee who has a disabled parent or long term health care insurance, which provides for nursing homes or at home care. Also employee assistance programs (EAP) design to assist alcoholic and drug abuse employees; marital problems; and financial planning problem that affect job performance and job satisfaction.

2.4.4 Promotion as Organizational Reward

Performance-based compensation is probably the most compatible with expectancy theory. That is employees should perceive a strong relationship between their performance and the rewards they receive if motivation is to be maximize. If rewards are allocated solely on non-performance factors such as seniority, job title, or across the board cost of living raises – then employees are likely to reduce their efforts (Dirks, 2008).

But Bono (2010) argues that competency based compensation program reward employees on the basis of the skills, knowledge, or behaviors employees possess. These competencies may include such behaviors and skills as leadership, problem solving, decision making or strategic planning. These rewards increases in a competency-based system are awarded for growth in personal competencies as well as for the contribution one makes to the overall organization. Accordingly, an employee’s rewards are tied directly to how capable he or she is of contributing to the achievement of the organization’s goal and objectives.

2.5 Chapter Summary

The chapter outlined the various factors by Human Resource Management to manipulate physician prescribing habits. The chapter describe the factors affecting personal factors, social factors, and organizational factors that affecting job satisfaction. This chapter focused on the literature review of recent studies done in the area of job satisfaction. The chapter established and demonstrates that there is a need to conduct a study on the research problem. The next chapter deals with the research methodology.
CHAPTER THREE

3.0 RESEARCH METHODOLOGY

3.1 Introduction

This chapter covers the methodology and procedures that were used for collecting and analyzing the data in the study. This chapter deals with the type of research design; the population and sampling design; data collection methods; and data analysis methods.

3.2 Research Design

The research design used for this study was descriptive. It facilitates the understanding of the characteristics associated with the subject population as described by Cooper and Schindler (2008). It involves the observation and description of variables as distributed in the population with the basic goal being the collection of information about phenomena or variables within a population through the use of questionnaires.

Descriptive research design requires some understanding of the nature of the problem which in this case was the identifying factors that is affecting personal factors, social factors, and organizational factors. The objective of this type of design is to discover whether a relationship exist between the variables and to describe the state of the variables. The dependent variable of the study was job satisfaction and the independent variables of the study are the effect of personal factors, social factors, and organizational factors.

3.3 Population and Sampling Design

3.3.1 Population

Cooper and Schindler (2008) define a population as the total population of the elements upon which inferences can be made. The population was the largest set of observations while the smaller set is called the sample. The populations in this study were 365 full time employees of USIU.
3.3.2 Sampling Design

3.3.2.1 Sampling Frame

Sampling frame is a list that constitutes the population. The basic idea of sampling is that by selecting some of the elements in the population, one can draw conclusions about the entire population. It is a representation of the elements of the target population that consists of a list of all the elements of that population according to Cooper and Schendler (2008).

The sampling frame of this study constituted fulltime employees of USIU from both administrative and staffs and academic faculty.

3.3.2.2 Sampling Technique

Sampling technique is a means of selecting some part of the group to represent the entire group or the population of interest. Sampling technique reduces the length of time needed to complete almost a mirror of the sample population (Babbie, 2009). Purposive sampling was used since the researcher sought to sample with a purpose of selecting a specific predefined group and this is based on selection of elements regarding the population of interest within the general population of full time employees of USIU. To select sample elements (members) from the sampling frame, stratified random sampling technique was used. Stratified sampling has three basic advantages: it increases sample’s statistical efficiency; provide adequate data for analyzing sub-populations; and enables different research methods and procedures to be used in different strata (Cooper and Schendler, 2008). The study population as defined in this study was categorized on the basis of various organizational functions these included: Finance and Administration; Operations; Information Communication Technology; Student Affairs; Academic Affairs; and Institutional Planning and Advancement. This was to ensure representation across the various functions and management level. Disproportional sampling approach was used. For strata’s with more than 20 members 50% of them were subjected randomly. On other hand all members of strata with less than 20 members were subjected to study. The distribution of the study population and the target sample is summarized in Table 3.1.
3.3.2.3 Sample Size

Sample size determination is the act of choosing the number of observations to include in a statistical sample. The sample size is an important feature of any empirical study in which the goal is to make inference about a population from a sample. In practice, the sample size used in a study is determined based on the expense of data collection, and the need to have sufficient statistical power (Cooper and Schindler, 2008). The sample size is determined by three criteria namely the level of precision, the level of confidence or risk, and the degree of variability in the attributes being measured (Cooper and Schindler, 2008).

Cooper and Schindler (2008) admits that in research, 100 percent certainty that a sample reflects its population can never be achieved and hence researchers must decide how much precision is needed by measuring the interval range in which they would expect to find the parameter estimate and the degree of confidence they wish to have in the estimate. To obtain the minimum population sample for this study, the study adopted a stratified sampling technique and computed the desired sample size using Yamane’s formula (Israel, 2002) as follows:

\[
n = \frac{N}{1 + N(e)^2}
\]

Where \(n\) is the sample size, \(N\) is the population size and \(e\) is the margin of error. According to Israel (2002) no survey can ever be deemed to be free from error or provide 100% surety and error limits of less than 10% and confidence levels of higher than 90% can be regarded as acceptable. A sample size exceeding 5 percent of the population upholds the precision to be expected (Cooper and Schindler, 2008). Bearing this in mind, at a confidence level of 90% and margin of error of 0.10, the sample population was computed as:

\[
n = \frac{365}{1 + 365(0.10)^2} = 78.57
\]

Rounding of the answer to the nearest whole number gave us 79. Using this computation, data was collected from a sample size of 79 respondents out of a population size of 365 respondents.
Table 3.1: Sample Size Distribution

<table>
<thead>
<tr>
<th>CATEGORY</th>
<th>SAMPLE</th>
<th>PERCENTAGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Information Communication Technology</td>
<td>10</td>
<td>12.66</td>
</tr>
<tr>
<td>Institution Planning and Advancement</td>
<td>15</td>
<td>18.99</td>
</tr>
<tr>
<td>Finance and Administration</td>
<td>12</td>
<td>15.19</td>
</tr>
<tr>
<td>Academic Affairs</td>
<td>18</td>
<td>22.78</td>
</tr>
<tr>
<td>Student Affairs</td>
<td>11</td>
<td>13.92</td>
</tr>
<tr>
<td>Operations</td>
<td>13</td>
<td>16.46</td>
</tr>
<tr>
<td>TOTAL</td>
<td>79</td>
<td>100.00</td>
</tr>
</tbody>
</table>

3.4 Data Collection Methods

A primary source was used in this study to collect the data. A questionnaire was used as the primary data source in this study. Closed questions were used for ease of answering and data analysis. The questionnaire was divided into appropriate sections with the first section covering bio data of the respondents and the rest of the sections comprised of questions for each of the three objectives of the study that is, section two to determine the effect of personal factors on job satisfaction, section three to determine the effect of social factors on job satisfaction, and finally section four to determine the effect of organizational factors on job satisfaction. The respondents rated the various factors using a 5 point Likert scale where: Strongly Disagree was rated as 1; Disagree was 2; Neutral was 3; Agree was 4; and Strongly Agree was 5.

3.5 Research Procedures

A pilot test was conducted to test the questionnaire for relevance to the study and also to ensure the question were straight forward and ambiguous. According to Cooper and Schindler (2008), a pilot test was conducted to detect weakness in design and instrumentation and to provide proxy
data for selection of a probability sample. The pilot test was carried out on 10 full time employees of USIU. The purpose of the pilot test was to enable researcher check if the questions will be phrased correctly and whether they will be easy to understand.

After the pilot test, the questionnaire was amended appropriately and a final copy made for dispatch to the respondents. The questionnaires was then distributed as a hard copy to the respondents physically and later collected and also telephone conversations was made to remind the respondent to fill in the questionnaire. Along with the questionnaire a cover letter detailing the purpose of the study was attached. It included a promise to the respondents that the information from the study will be shared with them.

3.6 Data Analysis Methods

According to Babbie (2009), quantitative analysis is the numerical representation and manipulation of observation for the purpose of describing and explaining the phenomena that those observations reflect. To facilitate analysis of the data each variable in the questionnaire was assigned a numerical representation and responses from each respondent were coded using a defined coding scheme to facilitate in data analysis. Descriptive analysis was used to collect data. Sampling technique used was stratified random sampling where the sample was sub-categorized as heterogeneity sampling to target the selection of elements regarding the population of interest (full time employees) then the data was included and presented in frequency and percentage distributions for variables included in the questionnaires. The data collected in this study was entered into the SPSS program for statistical analysis and was graphically presented using tables.

3.7 Chapter Summary

This chapter covered the methods that were used for the research design, the population and sampling design, data collection methods research procedures and data analysis methods. Thus, first method was research design which was adopted was descriptive indicating the dependent and independent variables. Second method was population and sampling design where the population was 365 full time employees of USIU and the sampling design consisted of a sample frame drawn from the current Human Resource Section. Sampling frame consisted of full time employees of USIU, sampling technique used consisted of a stratified random sampling technique that was purposive and sub categorized as heterogeneity sampling, and sample size of
79 full time employees was targeted to present the population of interest. Third method was data collection where a questionnaire was used as the primary data source in this study. Fourth method was research procedures where a pilot test was conducted to test the questionnaire. Fifth method was data analysis method where data collected in this study was entered into SPSS program for statistical analysis and was graphically presented using tables. The next chapter focuses on analyzing of the research findings and presenting the results based on the specific objectives.
CHAPTER FOUR

4.0 RESULTS AND FINDINGS

4.1 Introduction

This chapter focuses on analysis of the research findings and the results. The research finding address the specific objectives identified in chapter one. These are to determine firstly, the effect of personal factors on job satisfaction; secondly, the effect social factors on job satisfaction; and thirdly the effect of organizational factors on job satisfaction. The findings of the study are presented based on these objectives. Data was analyzed by using descriptive statistics which together with simple graphics analysis formed the basis of the quantitative analysis of the data in the study, presented in form of tables and figures. The chapter then concludes with a review of the major findings of the study and a description of what chapter five will cover.

4.2 General Information

4.2.1 Response Rate

Questionnaires were used as the primary data collection tool and they were sent to 79 full time employees of USIU who represented the population of interest. The variable from this questionnaires were used to analyze each research objective separately. The researcher received 78 responses (99.99 % response rate) from the 79 questionnaires sent to the USIU employees. Out of the questionnaires sent out, only 1 was not usable as it was not completely filled out. Since 78 responses of all the returned questionnaires were usable, the researcher could use these for analysis and the results would be representative of the entire population targeted.

4.2.2 The Gender Distribution of Respondents

Out of the 78 questionnaires filled, 47 of the respondents were fulltime female employees and 31 were male. The results are summarized in Table 4.1.
Table 4.1: Gender Distribution of Respondents

<table>
<thead>
<tr>
<th>GENDER</th>
<th>DISTRIBUTION</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Frequency</td>
</tr>
<tr>
<td>Female</td>
<td>47</td>
</tr>
<tr>
<td>Male</td>
<td>31</td>
</tr>
<tr>
<td>TOTAL</td>
<td>78</td>
</tr>
</tbody>
</table>

4.2.3 The Age Distribution of Respondents

The respondents aged between 21 and 30 years were 17, 25 were between 31 and 40 years, 13 were between 41 and 50 years, and 23 were 51 and over years. These results are summarized in Table 4.2.

Table 4.2: Age Distribution of Respondents

<table>
<thead>
<tr>
<th>AGE</th>
<th>DISTRIBUTION</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Frequency</td>
</tr>
<tr>
<td>21 – 30 Years</td>
<td>17</td>
</tr>
<tr>
<td>31 – 40 Years</td>
<td>25</td>
</tr>
<tr>
<td>41 – 50 Years</td>
<td>13</td>
</tr>
<tr>
<td>51 and over Years</td>
<td>23</td>
</tr>
<tr>
<td>TOTAL</td>
<td>78</td>
</tr>
</tbody>
</table>

4.2.4 The Gender and Age Distribution of Respondents

The researcher sought to find if gender and age would affect the perception of respondents on job satisfaction. The female respondents in total were 47 and male in total were 31. The results are summarized in Table 4.3 which shows the cross tabulation of gender against status.
Table 4.3: Cross Tabulation of Gender against Age

<table>
<thead>
<tr>
<th>GENDER</th>
<th>AGE OF RESPONDENTS</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>21 – 30</td>
<td>31 - 40</td>
</tr>
<tr>
<td>Female</td>
<td>10</td>
<td>17</td>
</tr>
<tr>
<td>Male</td>
<td>7</td>
<td>8</td>
</tr>
<tr>
<td>TOTAL</td>
<td>17</td>
<td>25</td>
</tr>
</tbody>
</table>

4.2.5 Employees Status Distribution of Respondents

The respondents were asked to indicate their employment status. Academic faculties were 26 and administrative staffs were 52. The results are tabulated in Table 4.3.

Table 4.4: Employees Status Distribution of Respondents

<table>
<thead>
<tr>
<th>EMPLOYEES STATUS</th>
<th>DISTRIBUTION</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Frequency</td>
</tr>
<tr>
<td>Academic Faculty</td>
<td>26</td>
</tr>
<tr>
<td>Administrative Staff</td>
<td>52</td>
</tr>
<tr>
<td>TOTAL</td>
<td>78</td>
</tr>
</tbody>
</table>

4.2.6 Years of Work Experience

The respondents were asked to indicate the number of years they have been working. The data collected showed that 18 of the respondents had worked for between 0 and 4 years, 24 for between 5 and 9 years, 21 for between 10 and 14 years, 9 for between 15 and 19 years, and 6 for between 20 and over years. The results are tabulated in Table 4.5.
Table 4.5: Years of Work Experience Distribution of Respondents

<table>
<thead>
<tr>
<th>YEARS OF EXPERIENCE</th>
<th>DISTRIBUTION</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Frequency</td>
<td></td>
<td></td>
</tr>
<tr>
<td>0 – 4 Years</td>
<td>18</td>
<td></td>
<td></td>
</tr>
<tr>
<td>5 – 9 Years</td>
<td>24</td>
<td></td>
<td></td>
</tr>
<tr>
<td>10 – 14 Years</td>
<td>21</td>
<td></td>
<td></td>
</tr>
<tr>
<td>15 – 19 Years</td>
<td>9</td>
<td></td>
<td></td>
</tr>
<tr>
<td>20 and Over Years</td>
<td>6</td>
<td></td>
<td></td>
</tr>
<tr>
<td>TOTAL</td>
<td>78</td>
<td></td>
<td>100.00</td>
</tr>
</tbody>
</table>

4.2.7 The Employees Status & Work Experience Distribution of Respondents

The study also sought to find if employee’s status and years of work experience would affect the perception of respondents on job satisfaction. The results are summarized in Table 4.6 which shows the cross tabulation of employee’s status and years of work experience.

Table 4.6: Cross Tabulation Employees Status against Work Experience

<table>
<thead>
<tr>
<th>EMPLOYEES STATUS</th>
<th>YEARS OF WORK EXPERIENCE</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>0 – 4</td>
<td>5 – 9</td>
</tr>
<tr>
<td>Academic Faculty</td>
<td>2</td>
<td>8</td>
</tr>
<tr>
<td>Administrative Staff</td>
<td>16</td>
<td>16</td>
</tr>
<tr>
<td>TOTAL</td>
<td>18</td>
<td>24</td>
</tr>
</tbody>
</table>

4.3 Personal Factors of Employees’ Perception on Job Satisfaction

Respondents were asked to rate how they perceived their job satisfaction of affective disposition, genetic disposition and self-evaluation. They were asked to tick the appropriate response from a
five Likert Scale: Strongly Disagree (1); Disagree (2); Neutral (3); Agree (4); and Strongly Agree (5).

4.3.1 Conscientiousness Employees are Dependable

The study sought to find out if the conscientiousness employees are really dependable. Of the 78 respondents 1.28% was strongly disagreed with the statement, 3.85% Disagreed, 7.69% did not give their view on the statement by ticking neutral, 44.87% agreed, and 42.31% strongly agreed with the statement. Table 4.7 gives a summary of the results.

Table 4.7: Conscientiousness Employees are Dependable

<table>
<thead>
<tr>
<th>CONSCIENTIOUSNESS EMPLOYEES</th>
<th>DISTRIBUTION</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Frequency</td>
</tr>
<tr>
<td>Strongly Disagree</td>
<td>1</td>
</tr>
<tr>
<td>Disagree</td>
<td>3</td>
</tr>
<tr>
<td>Neutral</td>
<td>6</td>
</tr>
<tr>
<td>Agree</td>
<td>35</td>
</tr>
<tr>
<td>Strongly Agree</td>
<td>33</td>
</tr>
<tr>
<td>TOTAL</td>
<td>78</td>
</tr>
</tbody>
</table>

4.3.2 Extraversion Employees Association with Management

The study sought to establish if extraversion employees associated with management. The percentage that strongly disagreed with the statement was 16.66% of the respondents, 26.92% disagreed, 33.33% did not give their views by ticking neutral. But 11.54% of the respondents agreed, and 11.54% strongly agreed with the statement. This analysis is illustrated by table 4.8.
Table 4.8: Extraversion Employees Associate with Management

<table>
<thead>
<tr>
<th>EXTRAVERSION EMPLOYEES</th>
<th>DISTRIBUTION</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly Disagree</td>
<td></td>
<td>13</td>
<td>16.66</td>
</tr>
<tr>
<td>Disagree</td>
<td></td>
<td>21</td>
<td>26.92</td>
</tr>
<tr>
<td>Neutral</td>
<td></td>
<td>26</td>
<td>33.33</td>
</tr>
<tr>
<td>Agree</td>
<td></td>
<td>9</td>
<td>11.54</td>
</tr>
<tr>
<td>Strongly Agree</td>
<td></td>
<td>9</td>
<td>11.54</td>
</tr>
<tr>
<td>TOTAL</td>
<td></td>
<td>78</td>
<td>100.0</td>
</tr>
</tbody>
</table>

4.3.3 Agreeableness Employees Handle Customer Relation Effectively

The study sought to find out if agreeableness employees handle customer relation effectively. Of the respondents who answered, 5.13% strongly disagreed with the statement, 8.97% disagreed, and 2.56% did not give their views by ticking neutral. But 43.59% agreed and 39.74% strongly agreed with the statement. This is illustrated on Table 4.9.

Table 4.9: Agreeableness Employees Handle Customer Relation Effectively

<table>
<thead>
<tr>
<th>AGREEABLES EMPLOYEES</th>
<th>DISTRIBUTION</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly Agree</td>
<td></td>
<td>4</td>
<td>5.13</td>
</tr>
<tr>
<td>Disagree</td>
<td></td>
<td>7</td>
<td>8.97</td>
</tr>
<tr>
<td>Neutral</td>
<td></td>
<td>2</td>
<td>2.56</td>
</tr>
<tr>
<td>Agree</td>
<td></td>
<td>34</td>
<td>43.59</td>
</tr>
<tr>
<td>Strongly Agree</td>
<td></td>
<td>31</td>
<td>39.74</td>
</tr>
<tr>
<td>TOTAL</td>
<td></td>
<td>78</td>
<td>100.0</td>
</tr>
</tbody>
</table>
4.3.4 Open to Experience Employees Make Better Decision

The study sought to establish if open to experience employees make better decision. The percentage of respondents who strongly disagreed with the statement was 5.13% and 1.28% disagreed. The percentage of respondents who did not give their view on the statement by selecting neutral was 12.82%. But 37.18% agreed and 43.59% strongly agreed with the statement. Table 4.10 illustrates the results.

Table 4.10: Open to Experience Employees makes Better Decision

<table>
<thead>
<tr>
<th>OPEN TO EXPERIENCE</th>
<th>DISTRIBUTION</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Frequency</td>
</tr>
<tr>
<td>Strongly Disagree</td>
<td>4</td>
</tr>
<tr>
<td>Disagree</td>
<td>1</td>
</tr>
<tr>
<td>Neutral</td>
<td>10</td>
</tr>
<tr>
<td>Agree</td>
<td>29</td>
</tr>
<tr>
<td>Strongly Agree</td>
<td>34</td>
</tr>
<tr>
<td>TOTAL</td>
<td>78</td>
</tr>
</tbody>
</table>

4.3.5 Genes Determine Employees Personalities

The study aimed at establishing if genes determine employee’s personalities. The respondents who gave their view on this statement, 12.82% strongly disagreed, and 19.23% disagreed. Of the respondents who ticked neutral were 42.31%. But 15.38% agreed and 10.26% strongly agreed with the statement. This is summarized on Table 4.11.
Table 4.11: Genes Determine Employees Personalities

<table>
<thead>
<tr>
<th>GENES AND PERSONALITIES</th>
<th>DISTRIBUTION</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Frequency</td>
<td>Percent</td>
<td></td>
</tr>
<tr>
<td>Strongly Disagree</td>
<td>10</td>
<td>12.82</td>
<td></td>
</tr>
<tr>
<td>Disagree</td>
<td>15</td>
<td>19.23</td>
<td></td>
</tr>
<tr>
<td>Neutral</td>
<td>33</td>
<td>42.31</td>
<td></td>
</tr>
<tr>
<td>Agree</td>
<td>12</td>
<td>15.38</td>
<td></td>
</tr>
<tr>
<td>Strongly Agree</td>
<td>8</td>
<td>10.26</td>
<td></td>
</tr>
<tr>
<td>TOTAL</td>
<td>78</td>
<td>100.0</td>
<td></td>
</tr>
</tbody>
</table>

4.3.6 Employees who Score High on OBSE Experience Job Satisfaction

The study aimed at establishing if employees who score high on OBSE experience job satisfaction. The percentage that strongly disagreed with this statement was 8.97% of the respondents while 6.41% disagreed with the statement. Percentage of the respondents who did not give their view on the statement by selecting neutral was 35.89%. But 38.46% agreed and 10.26% strongly agreed with the statement. The analysis is further supported by the Table 4.12.

Table 4.12: Employees who Score High on OBSE Experience Job Satisfaction

<table>
<thead>
<tr>
<th>OBSE EXPERIENCE</th>
<th>DISTRIBUTION</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Frequency</td>
<td>Percent</td>
<td></td>
</tr>
<tr>
<td>Strongly Disagree</td>
<td>7</td>
<td>8.97</td>
<td></td>
</tr>
<tr>
<td>Disagree</td>
<td>5</td>
<td>6.41</td>
<td></td>
</tr>
<tr>
<td>Neutral</td>
<td>28</td>
<td>35.89</td>
<td></td>
</tr>
<tr>
<td>Agree</td>
<td>30</td>
<td>38.46</td>
<td></td>
</tr>
<tr>
<td>Strongly Agree</td>
<td>8</td>
<td>10.26</td>
<td></td>
</tr>
<tr>
<td>TOTAL</td>
<td>78</td>
<td>100.0</td>
<td></td>
</tr>
</tbody>
</table>
4.3.7 Supervisor who Practice Fairness Boost Employee’s Self Esteem

The study sought to know if supervisors who practice fairness boost employee’s self-esteem. Of the respondents who answered, 1.28% strongly disagreed with the statement, and 1.28% disagreed. The percentage of respondents who did not give their view on the statement by selecting neutral was 6.41%. But 39.74% of the respondents agreed and 51.28% strongly agreed with the statement. This analysis is further supported by the Table 4.13.

Table 4.13: Supervisors who Practice Fairness Boost Employee’s Self-Esteem

<table>
<thead>
<tr>
<th>PRACTICE FAIRNESS</th>
<th>DISTRIBUTION</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Frequency</td>
<td>Percent</td>
<td></td>
</tr>
<tr>
<td>Strongly Disagree</td>
<td>1</td>
<td>1.28</td>
<td></td>
</tr>
<tr>
<td>Disagree</td>
<td>1</td>
<td>1.28</td>
<td></td>
</tr>
<tr>
<td>Neutral</td>
<td>5</td>
<td>6.41</td>
<td></td>
</tr>
<tr>
<td>Agree</td>
<td>31</td>
<td>39.74</td>
<td></td>
</tr>
<tr>
<td>Strongly Agree</td>
<td>40</td>
<td>51.28</td>
<td></td>
</tr>
<tr>
<td>TOTAL</td>
<td>78</td>
<td>100.0</td>
<td></td>
</tr>
</tbody>
</table>

4.4 Social Factors of Employees’ Perception on Job Satisfaction

The second objective of this study was to establish the effect of social factors on job satisfaction. Respondents were asked to respond by ticking strongly disagree, disagree, neutral, agree, and strongly agree to a set of statements that were given.

4.4.1 Subordinates Who Enjoy Working with Their Supervisors are Satisfied

The study sought to find if subordinates who enjoy working with their supervisors are satisfied. Out the 78 respondents 1.28% strongly disagreed with the statement and 3.85% disagreed. The percentage of respondents who did not give their view on the statement by selecting neutral was 1.28%. But 39.74% agreed and 53.85% strongly agreed. Table 4.14 summarizes the results of the analysis.
Table 4.14: Subordinates who Enjoy working with their Supervisors are satisfied

<table>
<thead>
<tr>
<th>ENJOY WORKING</th>
<th>DISTRIBUTION</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Frequency</td>
</tr>
<tr>
<td>Strongly Disagree</td>
<td>1</td>
</tr>
<tr>
<td>Disagree</td>
<td>3</td>
</tr>
<tr>
<td>Neutral</td>
<td>1</td>
</tr>
<tr>
<td>Agree</td>
<td>31</td>
</tr>
<tr>
<td>Strongly Agree</td>
<td>42</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>78</strong></td>
</tr>
</tbody>
</table>

4.4.2 Subordinates Love Supervisors who are Transformational Leaders

The study sought to establish if subordinates love supervisors who are transformational leaders. The percentage that strongly disagreed with this statement was 6.41% of the respondents, and 11.54% disagreed. Respondents who did not give their view on the statement by selecting neutral were 2.56%. But 38.46% agreed and 41.03% strongly agreed. This analysis is further supported by the Table 4.15.

Table 4.15: Subordinates Love Supervisors who are Transformational Leaders

<table>
<thead>
<tr>
<th>TRANSFORMATIONAL LEADERS</th>
<th>DISTRIBUTION</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Frequency</td>
</tr>
<tr>
<td>Strongly Disagree</td>
<td>5</td>
</tr>
<tr>
<td>Disagree</td>
<td>9</td>
</tr>
<tr>
<td>Neutral</td>
<td>2</td>
</tr>
<tr>
<td>Agree</td>
<td>30</td>
</tr>
<tr>
<td>Strongly</td>
<td>32</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>78</strong></td>
</tr>
</tbody>
</table>
4.4.3 Supervisors Fail to Provide Clear Guidelines Leading to Ambiguity

The study aimed at establishing if supervisors fail to provide clear guidelines leading to ambiguity. Of the respondents who gave their view on this statement, 2.56% strongly disagreed, and 7.69% disagreed. The percentage of respondents who did not give their view on the statement by selecting neutral was 23.08%. But 32.05% agreed and 34.62% strongly agreed. This is illustrated on Table 4.16.

Table 4.16: Supervisors Fail to Provide Clear Guidelines Leading to Ambiguity

<table>
<thead>
<tr>
<th>AMBIGUITY</th>
<th>DISTRIBUTION</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Frequency</td>
<td>Percent</td>
</tr>
<tr>
<td>Strongly Disagree</td>
<td>2</td>
<td>2.56</td>
</tr>
<tr>
<td>Disagree</td>
<td>6</td>
<td>7.69</td>
</tr>
<tr>
<td>Neutral</td>
<td>18</td>
<td>23.08</td>
</tr>
<tr>
<td>Agree</td>
<td>25</td>
<td>32.05</td>
</tr>
<tr>
<td>Strongly Agree</td>
<td>27</td>
<td>34.62</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>78</strong></td>
<td><strong>100.0</strong></td>
</tr>
</tbody>
</table>

4.4.4 Subordinates’ perception on Good Fit with Organization Perform Better

The study sought to establish that subordinates who perceive a good fit with organization perform better. The percentage that strongly disagreed with the statement was 11.54% of the respondents and 14.10% disagreed. Of the respondents who gave their views in the study, 25.64% were neutral on this statement. But 33.33% agreed and 15.38% strongly agreed with the statement. This analysis is summarized on Table 4.17.
### Table 4.17: Subordinate who perceive Good Fit with Organization Perform Better

<table>
<thead>
<tr>
<th>GOOD FIT</th>
<th>DISTRIBUTION</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Frequency</td>
<td>Percent</td>
<td></td>
</tr>
<tr>
<td>Strongly Disagree</td>
<td>9</td>
<td>11.54</td>
<td></td>
</tr>
<tr>
<td>Disagree</td>
<td>11</td>
<td>14.10</td>
<td></td>
</tr>
<tr>
<td>Neutral</td>
<td>20</td>
<td>25.64</td>
<td></td>
</tr>
<tr>
<td>Agree</td>
<td>26</td>
<td>33.33</td>
<td></td>
</tr>
<tr>
<td>Strongly Agree</td>
<td>12</td>
<td>15.38</td>
<td></td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>78</strong></td>
<td><strong>100.0</strong></td>
<td></td>
</tr>
</tbody>
</table>

### 4.4.5 Employees’ Perception of the Fairness of Policies Affect their Attitude

The researcher sought to establish if employee’s perception of the fairness of policies affect their attitude. Respondents who strongly disagree with this statement were 1.28% and 1.28% disagreed. The percentage of respondents who did not give their view on the statement by selecting neutral was 1.28%. But 39.74% agreed and 56.41% strongly agreed. Table 4.18 illustrates this.

### Table 4.18: Employees’ Perception of the Fairness of Policies Affect Their Attitude

<table>
<thead>
<tr>
<th>FAIRNESS OF POLICIES</th>
<th>DISTRIBUTION</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Frequency</td>
<td>Percent</td>
<td></td>
</tr>
<tr>
<td>Strongly Disagree</td>
<td>1</td>
<td>1.28</td>
<td></td>
</tr>
<tr>
<td>Disagree</td>
<td>1</td>
<td>1.28</td>
<td></td>
</tr>
<tr>
<td>Neutral</td>
<td>1</td>
<td>1.28</td>
<td></td>
</tr>
<tr>
<td>Agree</td>
<td>31</td>
<td>39.74</td>
<td></td>
</tr>
<tr>
<td>Strongly Agree</td>
<td>44</td>
<td>56.41</td>
<td></td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>78</strong></td>
<td><strong>100.0</strong></td>
<td></td>
</tr>
</tbody>
</table>
4.5 Organizational Factors of Employees’ Perception on Job Satisfaction

The third and final objective of this study was to establish the effect of organizational factors on job satisfaction. Respondents were asked to respond by ticking strongly disagree, disagree, neutral, agree, and strongly agree to set of statements that were given. The summary of the responses is given below.

4.5.1 Money as Reward System Must be Objective and Fair

The study sought to find out if money as reward system must be objective and fair. Respondents were asked their perception and 1.28% was strongly disagreed with the statement, 1.28% disagreed, and 3.85% did not give their view on the statement by selecting neutral. But 55.13% agreed and 38.46% strongly agreed. This is summarized on Table 4.19.

Table 4.19: Money as Reward System must be Objective and Fair

<table>
<thead>
<tr>
<th>MONEY AS REWARD</th>
<th>DISTRIBUTION</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Frequency</td>
</tr>
<tr>
<td>Strongly Disagree</td>
<td>1</td>
</tr>
<tr>
<td>Disagree</td>
<td>1</td>
</tr>
<tr>
<td>Neutral</td>
<td>3</td>
</tr>
<tr>
<td>Agree</td>
<td>43</td>
</tr>
<tr>
<td>Strongly Agree</td>
<td>30</td>
</tr>
<tr>
<td>TOTAL</td>
<td>78</td>
</tr>
</tbody>
</table>

4.5.2 Recognition should be Part of Performance Management

The study sought to establish if recognition should be part of performance management. The percentage of respondents that strongly disagreed with this statement was 2.56%, 3.85% disagreed, and 12.82% did not give their view on the statement thus selected neutral. But 46.15% agreed and 34.62% strongly agreed. These results are illustrated on Table 4.20.
Table 4.20: Recognition should be Part of Performance Management

<table>
<thead>
<tr>
<th>RECOGNITION AS REWARD</th>
<th>DISTRIBUTION</th>
<th>Frequency</th>
<th>Distribution</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly Disagree</td>
<td></td>
<td>2</td>
<td>2.56</td>
</tr>
<tr>
<td>Disagree</td>
<td></td>
<td>3</td>
<td>3.85</td>
</tr>
<tr>
<td>Neutral</td>
<td></td>
<td>10</td>
<td>12.82</td>
</tr>
<tr>
<td>Agree</td>
<td></td>
<td>36</td>
<td>46.15</td>
</tr>
<tr>
<td>Strongly Agree</td>
<td></td>
<td>27</td>
<td>34.62</td>
</tr>
<tr>
<td>TOTAL</td>
<td></td>
<td>78</td>
<td>100.0</td>
</tr>
</tbody>
</table>

4.5.3 X and Y - Generation Prefer Different kind of Benefit Systems

The study sought to establish if X and Y-Generation prefer different kind of benefit systems. Of the respondents who answered, 25.64% strongly disagreed, 32.05% disagreed with this statement, and 3.85% did not give their view on the statement thus selected neutral. But 23.08% agreed and 15.38% strongly agreed. Table 4.21 illustrates the results of the analysis.

Table 4.21: X and Y-Generation prefer Different Kind of Benefit Systems

<table>
<thead>
<tr>
<th>X AND Y GENERATION</th>
<th>DISTRIBUTION</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly Disagree</td>
<td></td>
<td>20</td>
<td>25.64</td>
</tr>
<tr>
<td>Disagree</td>
<td></td>
<td>25</td>
<td>32.05</td>
</tr>
<tr>
<td>Neutral</td>
<td></td>
<td>3</td>
<td>3.85</td>
</tr>
<tr>
<td>Agree</td>
<td></td>
<td>18</td>
<td>23.08</td>
</tr>
<tr>
<td>Strongly Agree</td>
<td></td>
<td>12</td>
<td>15.38</td>
</tr>
<tr>
<td>TOTAL</td>
<td></td>
<td>78</td>
<td>100.0</td>
</tr>
</tbody>
</table>
4.5.4 Promotion Reward should be on Performance Based Compensation

The study sought to find out if promotion reward should be on performance based compensation. Respondents who strongly disagreed with this statement were 6.41%, 5.13% disagreed, and the percentage of respondents who did not give their view on the statement by selecting neutral was 1.28%. 47.4% agreed and 39.7% strongly agreed. But the percentage of respondents who did not give their view on the statement by selecting anything was 2.0%. Table 4.22 summaries this analysis.

Table 4.22: Promotion Reward should be on Performance Based Compensation

<table>
<thead>
<tr>
<th>PROMOTION AS REWARD</th>
<th>DISTRIBUTION</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Frequency</td>
<td>Percent</td>
</tr>
<tr>
<td>Strongly Disagree</td>
<td>5</td>
<td>6.41</td>
</tr>
<tr>
<td>Disagree</td>
<td>4</td>
<td>5.13</td>
</tr>
<tr>
<td>Neutral</td>
<td>1</td>
<td>1.28</td>
</tr>
<tr>
<td>Agree</td>
<td>37</td>
<td>47.44</td>
</tr>
<tr>
<td>Strongly Disagree</td>
<td>31</td>
<td>39.74</td>
</tr>
<tr>
<td>TOTAL</td>
<td>78</td>
<td>100.0</td>
</tr>
</tbody>
</table>

4.6 Chapter Summary

This chapter has presented the findings of the data analysis. The study received 78 responses (99.99% response rate) from the 79 questionnaires. Majority of the respondents were female (60.25%), majority of age distribution of respondents was between 31 – 40 years (32.05%). Majority of the employee’s status distribution of the respondents were administration staffs (66.66%). Years of work experience distribution of respondents was between 5 – 9 years (30.77%).

The first research question sought to determine the effect of personal factors on job satisfaction. The questions which were asked included amongst others on affective disposition, genetic
disposition, and core self-evaluation. On affective disposition, 44.87% of respondents agreed that conscientiousness employees are dependable; on genetic disposition, 42.31% of respondents were neutral on whether genes determine employee’s personalities; and on core self-evaluation 51.28% of respondents strongly agreed that supervisors who practice fairness boost employee’s self-esteem.

The second research question sought to determine the effect of social factors on job satisfaction. The questions asked included amongst others on supervisors and co-worker relationship, role variables, and organizational justice. On supervisor and co-worker relationship, 53.85% of respondents strongly agreed that subordinates who enjoy working with their supervisors are satisfied; on role variables 41.03% of respondents strongly agreed that supervisors who fail to provide clear guidelines leads to ambiguity; and on organizational justice 56.41% of respondents strongly agreed that employees’ perception of fairness of policies affect their attitude.

The third research question sought to determine the effect of organizational factors on job satisfaction. The questions asked included amongst others on money, recognition, benefits, and promotion as organizational reward. On money as organizational reward, 55.13% of the respondents agreed that money as reward system must be objective and fair; on recognition as organizational reward, 46.15% of respondents agreed that recognition should be part of performance management; on benefits as organizational reward 23.08% greed that X and Y generation prefer different kind of benefit systems; and on promotion as organizational reward 47.44% agreed that promotion reward should be on performance based compensation.

The next chapter is a discussion of the findings of the study, the conclusions derived from the findings and recommendations for improvement and further research. The discussion and the recommendations are based on the specific objectives.
CHAPTER FIVE

5.0 DISCUSSION, CONCLUSIONS, AND RECOMMENDATIONS

5.1 Introduction

This chapter draws conclusions and makes recommendations from the information obtained in chapter four based on views and perspective of writers and scholars referred to in literature review. This means that this chapter presents summary of research objectives, findings, conclusions, and recommendations for further study.

5.2 Summary

The purpose of this study was to identify factors affecting employees’ perception on job satisfaction. The specific objectives of the study were: to determine the effect of individual characteristics on job satisfaction; to determine the effect of social factors on job satisfaction; and to determine the effect of organizational factors on job satisfaction.

The research design was descriptive in nature. The dependent variable of the study was job satisfaction while the independent variables were individual, social factors, and organizational factors. The population in this study comprised 365 full time employees of United States International University. A sample of 79 full time employees was targeted to represent the population of interest. The sampling technique used was a non-probability sampling technique. Questionnaires were used as the primary data collection method. The questionnaires went through a pilot testing process and thereafter were distributed to 79 full time employees. The data was coded and entered in Statistical Package for the Social Science and was then presented using tables and figures for clarity and easy understanding. The data was analyzed by using descriptive statistics that is frequency distributions and cross tabulations which together with graphics analysis formed the basis of the quantitative analysis for the data in the study, presented in form of tables.

The findings of this study were that majority of the employees perceived that their job satisfaction was being affected by the three specific objectives: personal factors; social factors; and organizational factors. The findings indicate that three objectives are the main factors that affect the perception of fulltime employees.
In regards to personal factors and job satisfaction, the major findings of the study was that: majority of the respondents, 91.0% agreed to the fact that the perception of supervisors who practice fairness boost employee’s self-esteem; 87.2% of the respondents agreed with the fact that conscientiousness employees are dependable; 81.3% of the respondents agreed with the fact that agreeableness employees handle customer relation effectively; 80.8% of the respondents agreed with the fact that open to experience employees makes better decisions; but 23.1% of the respondents least agreed with the fact that extraversion employees associate with management.

With respect to social factors and job satisfaction, the second major finding of this study indicated that: majority of the respondents, 96.2% agreed to the fact that employee’s perception of the fairness of policies affect their attitude; 93.6% of the respondents agreed with the fact that subordinates who enjoy working with their supervisors are satisfied; 79.5% of the respondents agreed with the fact that subordinates love supervisors who are transformational leaders; 66.7% of the respondents agreed with the fact that supervisors who fail to provide clear guidelines leads to ambiguity; but 48.7% of the respondents least agreed that subordinates who perceive good fit with organization perform better.

In relation to organizational factors and job satisfaction, the third and last major finding of this study indicated that: majority of the respondents, 87.2% agreed that promotion reward systems should be on performance based compensation; 82.0% of the respondents agreed with the fact that money as reward system must be objective and fair; 80.8% of the respondents agreed with fact that recognition system should be part of performance management; but 38.5% of the respondents least agreed that x and y generation prefer different kind of benefit system.

5.3 Discussion

5.3.1 The Effect of Personal Characteristics on Job Satisfaction

The findings of this study indicated that majority of the respondents (full time employees of USIU) agreed with the statement that there is a relationship between some Big Five factors and job satisfaction. The results indicated that 87.2% of the respondents agreed with the fact that conscientiousness employees are dependable and 81.3% agreed with the fact that agreeableness employee’s handles customer relation effectively. This is supported by Dwyer and Ganster (2006) who said that employees who are high on extraversion,
agreeableness, and conscientiousness tend to be more satisfied at work. Whereas those high on neuroticism tend to be less satisfied. But majority of the respondents strongly agreed that conscientiousness has the strongest positive correlation with job satisfaction. As a meta-analysis concluded, individual who are dependable, persistent, goal directed, and organized tend to be higher performer on virtually any job; viewed negatively those who are careless, irresponsible, low achievement striving, and impulsive tend to be lower performers on virtually any job (Locke, 2006). Myers (2008) added that although conscientiousness has received the most research attention, those employees with high extraversion tend to be associated with management and sales success; those with high emotional stability tend to be more effective in stressful situations; those with agreeableness tend to handle customer relations and conflict more effectively; and those open to experience tend to have job training proficiency and make better decisions in a training problem solving simulation.

In this study it was established that majority of the respondents, 42.3% were neutral with the statement that genes are responsible for various aspects of peoples’ temperament. Kolb et al. (2007) explored that hundreds of genes do at least slightly influence the personality traits, but so does the environment. Thus, it is not nature or nurture but nature and nurture that contribute to one’s personality. Therefore, the genes affect brains functions that in turn affect how people interact with their environment and thus their personalities. The findings of this particular query are further supported by Luthans and Stajkovic (2009) who points out that as to neuropsychology, recent breakthrough in brain-scanning technology called Functional Magnetic Resonance Imaging (FMRI), allow measurement of brain activity by mapping specific regions that are linked to specialized roles. Thus, the frontal lobes are part of the brain that anticipates events and weighs the consequences of behavior, while deeper brain regions including the sea horse-shaped hippocampus and the nearby amygdale are associated with such things as memory, mood, and motivation.

This study established that majority of the respondents, 48.7% agreed with the statement that employees who score high on Organization-Based Self Esteem (OBSE) experience job satisfaction. According to Cropanzano (2007) self-esteem has obvious implications for organizational behavior called Organization-Based Self-Esteem (OBSE) which is known as the self-perceived value that individuals have of themselves as organization members acting within
an organization context. Those who score high on OBSE view themselves positively, and those
who score low view themselves negatively. Kreitner and Kinicki (2009), added that employees
with high self-esteem feel unique, competent, secure, empowered, and connected to the people
around them. But if employee’s self-esteem is low and they are not confident in there thinking
ability, they would fear decision making, lack negotiation, and interpersonal skills, and would be
reluctant or unable to change. Thus, a meta-analysis found a significant positive relationship with
performance and satisfaction on the job.

5.3.2 The Effect of Social Factors on Job Satisfaction

Research findings of this study established that 93.6% of the respondents agreed that they enjoy
supervisors and co-worker relationship. This kind of working relationship makes them to be
satisfied. Toulouse (2008) indicated that job satisfaction is affected by the demographic
similarity between supervisors and subordinates by the way in which supervisors assign tasks,
and by the extent to which subordinates and supervisors like and respect each other. Mitchell and
Wood (2007) also observe that the extent to which individuals are satisfied with their pay level is
partly determined by their comparisons with as well as beliefs and attitude about their co-worker.

The study also showed that respondents, 79.5% agreed that they love supervisors who are
transformational leaders. Distenfano and Pryer (2009) observe that although transformational
leader guide or motivate employees in the direction of established goals by clarifying role and
task requirement, transformational leader pay attention to the concern and developmental needs
of employees. They change employees’ awareness of issues by helping them look at old
problems in new ways, and they excite, arouse, and inspire followers to put out extra effort to
achieve goals. Moreover, transformational supervisors are more than charisma – they lead to
lower turnover rates, higher productivity, and higher employee’s satisfaction.

The study found out that 66.7% of the respondents agreed that many supervisors fail to provide
clear guidelines and directions for their subordinates leading to ambiguity about what the
employee is supposed to do (Locked, 2006). Role ambiguity is the extent to which employees are
uncertain about what their job functions and responsibilities are.

Kristof-Brown et al (2005) established in a survey that employee who perceives a good fit with
their organization, job, co-worker, and supervisors tend to be satisfied with their jobs; identify
with the organization; remain with organization; perform better; and engage in organizational citizen behaviors. This corresponds to the findings in this study where the researcher found that 48.7% of the respondents agreed with the statement that subordinates who perceive a good fit with organization perform better.

The study also established that majority of the respondents, 96.2% agreed that employees’ perception of the fairness of policies affect their attitude. Liao and Rupp (2006) observed that because the relationship between perception of justice and employees attitude and behavior are strong, it is essential that employers develop fair procedures and provide feedback to employees who might not be happy with decision that are made. This is supported by Eisenberger et al, (2004) where they suggested that another way to increase perception of equity would be to allow employees access to the salaries of other employees. Such policies encourage employees to speculate how much other employees make. Speculations usually result in employees thinking the worst and believing that others make more than they do.

5.3.3 The Effect of Organizational Factors on Job Satisfaction

This study established that 82.0% of the respondents agreed that money as reward system must be objective and fair. Ferrin and Dirks (2008) show that money is associated with four symbolic attributes for which human strive: achievement and recognition; status and respect; freedom and control; and power. Kreitner and Kinicki (2009) noted that an effective pay system for rewarding people must address three considerations: first, the organization must ask itself what outcomes it is seeking – higher profits increased sales and greater market sales; second, the enterprise must be able to measure these results; third, the organization must tie its rewards to these outcomes.

In this study 80.8% of the respondents agreed that recognition should be part of performance management. Formal recognition is vital part of the reward system that makes up the environmental component of the social cognitive framework for understanding and effectively managing organizational behavior (Mitchell and Wood, 2007). Thus, these reward systems are designed to reward effective employee performance behavior and enhance employee’s satisfaction and commitment. Also, they are designed to meet the specific and changing needs of the employees. This is why many firms have gone through a trial-and-error approach before they have settled into unique systems that works best today for their employees.
The study found out that 38.5% respondents agreed on the statement that X and Y – generation prefer different kind of benefit systems. This statement supports the conclusion by Luthans and Stajkovic (2009) that the benefits portion of the organizational reward system is categorized in two: the traditional and newly emerging benefits used in today’s organizational reward system. The traditional ones are those that are offered because they are required by law: National Social Security Fund; Pension Benefits; and Time-off Benefit. But in recent years, a number of benefits have emerged-wellness program and assistance with family related responsibilities.

The study also found out that 87.2% of the respondents agreed that promotion reward should be on performance based compensation. This observation concur with the study done by Bono (2010) which stated that competency based compensation program reward employees on the basis of the skills, knowledge, or behaviors employees possess. These competencies may include such behaviors and skills as leadership, problem solving, decision making or strategic planning. These rewards increases in a competency-based system are awarded for growth in personal competencies as well as for the contribution one makes to the overall organization. Accordingly, an employee’s rewards are tied directly to how capable he or she is of contributing to the achievement of the organization’s goal and objectives.

5.4 Conclusion

The purpose of the study was to identify factors affecting employees’ perception on job satisfaction. The following conclusions were derived based on the findings and discussions of the study.

5.4.1 The effect of Personal Characteristics on Job Satisfaction

This study established that one’s affective disposition is related to one’s level of job satisfaction. In other words, some individuals respond to the world in a favorable way, while others respond in an unfavorable way. It was concluded that whether the consistency in job satisfaction is due to genetic or environmental factors, a series of personality variables appear to be related to job satisfaction. That is, certain types of personalities are associated with the tendency to be satisfied or dissatisfied with one’s job.
5.4.2 The Effect of Social Factors on Job Satisfaction

The study established that two specific variables have been prominent in this research – role ambiguity is the extent to which employees are uncertain about what their job functions and responsibilities are. Role conflict arises when people experience incompatible demands either at work (intrarole) or between work and non-work (extrarole). It was concluded that employees who perceive a good fit with their organization, job, coworker, and supervisor tend to be satisfied with their jobs, identify with the organization, remain with the organization, perform better and engage in organizational citizenship behaviors.

5.4.3 The Effect of Organizational Factors on Job Satisfaction

The research study also found out that an effective system for rewarding people has to address three considerations. First, the organization must ask itself what outcomes it is seeking—higher profits increased sales, and greater market share. Second, the enterprise must be able to measure these results. Third, the organization must tie its rewards to these outcomes. The study concluded that employee’s rewards are tied directly to how capable he or she is contributing to the achievement of the organization’s goals and objectives.

5.5 Recommendations

5.5.1 Recommendation for Improvement

5.5.1.1 The Effect of Personal Characteristics on Job Satisfaction

It is not nature alone but nature and nurture that contribute to one’s personality. Therefore, the genes affect brains functions that in turn affect how people interact with their environment and thus their personalities. Thus, all Big Five traits should be given attention in the study and application of organizational behavior.

5.5.1.2 The Effect of Social Factors on Job Satisfaction

USIU human resource department should propose organizational restructuring that influences the natures of interactions at work which affect coworker relationships and which in turn affect job satisfaction. Indeed, should departments in organization are restructured; attitudes about co-workers will predict job, as well as life satisfaction.
5.5.1.3 The Effect of Organizational Factors on Job Satisfaction

Reward systems should be designed to reward effective employee’s performance and enhance employee’s satisfaction and commitment. Also, they should be designed to meet the specific and changing needs of the employees. Thus, USIU should go through a trial-and-error approach before they settle into unique systems that works best for their full-time employees.

5.5.2 Recommendations for Further Research

Further research should be carried out on the perception of employees on job satisfaction to ensure that the relation between the two are remains professional. Future research should be design in the objectives characteristics of a job by concentrating on the psychological states of the employees so that they can: experience meaningfulness work; experience responsibility for work outcomes; and knowledge of results of work activities
REFERENCES


Boston, MA: Houghton Mifflin.


APPENDICES

APPENDIX I: COVER LETTER

Wanyama Shikuku
P.O. Box 51151 – 00100
Nairobi.

Dear Respondent,

RE: REQUEST FOR YOUR PARTICIPATION IN MY ACADEMIC RESEARCH

I am the above student currently pursuing a course towards conferment of Executive Master Of Science in Organizational Development (EMOD) from United States International University – Africa.

In partial fulfillment of the requirements of the award of the degree, I am conducting research to determine the effect of employee’s perception on job satisfaction in USIU. You (full time employees) have been randomly selected to participate in this study. Participation is voluntary and i will appreciate it if you will spare a few minutes of your time to fill in the blanks of the attached list of questions to the best of your knowledge. Kindly complete all sections of the questionnaire to enable me complete the study. Please note that the information you provide will be treated as confidential, and will only be used for purpose of this research.

The findings of this study will inform the USIU of the employee’s perception to facilitate informed decision making towards job satisfaction. The final report will be shared with all stakeholders, with priority given to participants full time employees. The response is targeted from senior manager who is involved in leadership, strategy and governance, and a human resource practitioner within the organization.

Your participation in this study will be highly appreciated.

Yours Sincerely,

Wanyama Shikuku
APPENDIX II: QUESTIONNAIRE

The purpose of this questionnaire is to collect information on the full time employee’s perception on job satisfaction in United States International University. All the information obtained will be treated as private and confidential and will be used for research purpose only. Thank you for your co-operation.

SECTION A

Please respond to the questions below by ticking in the boxes provided

GENERAL INFORMATION

1. Please indicate your gender

[ ] Male
[ ] Female

2. Kindly indicate your age category

[ ] 21 – 30 Years
[ ] 31 – 40 Years
[ ] 41 – 50 Years
[ ] 50 & Over Years

3. Kindly indicate your full time employment status

[ ] Academic faculty
[ ] Administrative Staff

4. Kindly indicate your years of work experience

[ ] 0 – 4 Years
[ ] 5 – 9 Years
[ ] 10 – 14 Years
[ ] 15 – 19 Years
[ ] 20 & Over Years
SECTION B

To what extent do you agree with the following statements? Please indicate your perception by putting an X to each item using the response scale of strongly disagrees to strongly agree.

THE EFFECT OF PERSONAL FACTORS ON JOB SATISFACTION

<table>
<thead>
<tr>
<th>(A) AFFECTIVE DISPOSITION</th>
<th>Strongly Disagree</th>
<th>Disagree</th>
<th>Neutral</th>
<th>Agree</th>
<th>Strongly Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>1). Employees that are high on and conscientiousness are dependable, persistent and higher performers.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2). Employees that is high on extraversion tends to be associated with management and sales success.</td>
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<tr>
<td>3). Employees with high emotional stability tends to be more effective in stressful situations.</td>
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<tr>
<td>4). Employees with agreeableness tends to handle customer relation and conflict more effectively.</td>
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<tr>
<td>5). Employees that is open to experience tends to have job training proficiency and make better decision.</td>
<td></td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>(B) GENETIC DISPOSITION</th>
<th>Strongly Disagree</th>
<th>Disagree</th>
<th>Neutral</th>
<th>Agree</th>
<th>Strongly Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>1). Genes affects brain functions that in turn affect how employees interact with their environment and thus determine their personalities.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
(C) CORE SELF-EVALUATION

1). Employees that scores on Organization-Based Self-Esteem (OBSE) have positive relationship with performance and satisfaction on the job.

2). Employees overcomes self-esteem problems if supervisors practice procedural fairness and reward for a job well done.

THE EFFECT OF SOCIAL FACTORS ON JOB SATISFACTION

(A) SUPERVISORS AND COWORKER RELATIONSHIP

<table>
<thead>
<tr>
<th>Strongly Disagree</th>
<th>Disagree</th>
<th>Neutral</th>
<th>Agree</th>
<th>Strongly Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>1). Employees that is enjoying working with their supervisors and coworkers are more satisfied with their jobs.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2). Employees love supervisors who are transformational leaders who pay attention to their personal concerns.</td>
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<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

(B) ROLE VARIABLES

<table>
<thead>
<tr>
<th>Strongly Disagree</th>
<th>Disagree</th>
<th>Neutral</th>
<th>Agree</th>
<th>Strongly Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>1). Employees believes that many supervisors fail to provide clear guidelines and direction for their subordinates leading to ambiguity.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2). Employees who perceives a good fit with their organization, job, coworkers and supervisors tend to be satisfied with their jobs, identifying with the organization and perform better.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
(C) ORGANIZATIONAL JUSTICE

1). Employees’ perception of the fairness of policies, procedures, and treatments affects their attitude, behaviors and performance.

2). Employees’ perception of equity can increase if the organizations (employers) can do a better job of explaining their compensation systems.

THE EFFECT OF ORGANIZATIONAL FACTORS ON JOB SATISFACTION

<table>
<thead>
<tr>
<th>MONEY AS ORGANIZATIONAL REWARDS</th>
<th>Strongly Disagree</th>
<th>Disagree</th>
<th>Neutral</th>
<th>Agree</th>
<th>Strongly Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>1). For money to be effective, the organizational reward system must be as objective and fair as possible and be administered contingently on the employee’s exhibiting critical performance behaviors.</td>
<td></td>
<td></td>
<td></td>
<td></td>
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</tr>
</tbody>
</table>

(B) RECOGNITION AS A REWARD

1). Recognition should be part of the performance management process where USIU have a recognition ceremony that features in weekly newsletter and monthly magazine.

(C) BENEFITS AS A REWARD

1). X-generation prefers the traditional benefit systems (pension benefits) while Y-generation prefer wellness program benefit and care center (children care).
<table>
<thead>
<tr>
<th>(D)PROMOTION AS A REWARD</th>
<th>Strongly Disagree</th>
<th>Disagree</th>
<th>Neutral</th>
<th>Agree</th>
<th>Strongly Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>1). Promotion reward should be on performance based compensation (problem solving, and strategic planning) and not on non-performance factors such as seniority and loyalty.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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</tbody>
</table>