FACTORS AFFECTING EMPLOYEE SATISFACTION IN NON-GOVERNMENTAL ORGANIZATIONS: A CASE STUDY OF AFRICA YOGA PROJECT

BY

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DECLARATION

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

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

Signed: ___________________________ Date: ___________________________
Dr. James Ngari, PhD

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DEDICATION

I dedicate this project to Susan Muchemi. Thank you for being an awesome and inspiring sister.
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ABSTRACT

Employee satisfaction is the combination of affective reactions to the differential perceptions of what the employees wants to receive compared with what they actually receive. It describes how contented an individual is with his or her job. The purpose of this study was to determine the factors affecting employee satisfaction in non-governmental organizations with focus on Africa Yoga Project. The study was guided by three research questions; influence of working conditions on employee satisfaction; influence of compensation on employee satisfaction and the influence of decision making on employee satisfaction.

The study used descriptive survey design. The target population comprised all the staff of Africa Yoga Project located in Nairobi, Parklands Area Diamond Plaza. It comprised of 97 employees stratified into three different categories; lower level, middle level and top level management. Sampling frame was drawn from the three levels of management at Africa Yoga Project. This was drawn to ensure that the sampling frame is current, complete and relevant for the attainment of the study objective. Because of the relatively small population, a sample size of 100% was the accessible population, hence a census. This research collected primary data using questionnaires. The questionnaires included both open and close ended in line with the objectives of the study. Descriptive statistics was used to collect data. The descriptive statistical tools helped in describing the data and determining the respondents’ degree of agreement with the various statements under each objective. The researcher analyzed the data using mean and standard deviation, frequencies and percentages.

The study established that Africa Yoga Project has the ability to provide policies that suit the situation confronting the organization environment; leaders show interest and offer praise for good performance and that there are tools and equipments that all affect employee satisfaction to a moderate extent. The study found that there is a little privacy to work at the Africa Yoga Project. The study further established that the employees were satisfied with the current salary to a little extent, matching individual characteristics and job improves performance and employee satisfaction to a moderate extent and the organization understands the employees’ attributes towards the job to a moderate extent.
The study concludes that Africa Yoga Project has the ability to provide policies that suit the situation confronting the organization environment; leaders show interest and offer praise for good performance and that there are tools and equipments that all affect employee satisfaction to a moderate extent. The study further concludes that there is a little privacy to work at the Africa Yoga Project. This implies that the working conditions influenced employee satisfaction. The study also concludes that the employees were satisfied with the current salary to a little extent, matching individual characteristics and job improves performance and employee satisfaction to a moderate extent and the organization understands the employees’ attributes towards the job to a moderate extent.

The study concludes that the employees’ wages are reviewed yearly and employee is satisfied with the flexibility of the working hours to a great extent. Thus all aspects of compensation influenced employee satisfaction. Employees’ involvement in decision making increases administrative efficiency to a great extent, employee is fully committed to the organization and its future prospects to a great extent and employee’s involvement in goal setting or problem solving activities result in higher employee performance to a great extent. Thus decision making influenced employees’ satisfaction.

The study recommends Africa Yoga Project provide privacy to work, leaders should show more interest and offer praise for better performance since it builds the employees’ esteem and satisfaction and employees should work to a greater extent as teams to achieve common objectives.

The study also recommends the current employee salary be reviewed since the employees were unsatisfied with the pay, Africa Yoga Project should increase the incentives used to induce employees as there are different levels of employee satisfaction across the sectors and also extensively adopt matching of individual characteristics and job as it improves performance and employee satisfaction. The study further recommends Africa Yoga Project to adopt a greater involvement of employees in decision making process, improve on the performance appraisal policy and ensure affective and continuance commitment of the employee for better organizational performance.
CHAPTER ONE

1.0 INTRODUCTION

1.1 Background of the Study

Employee satisfaction describes the level of happiness, contentment and fulfillment among employees with their desires and needs at work (Hussani, 2008). According to Cranny, Smith and Stone (2012) employee satisfaction is a combination of affective reactions to the differential perceptions of what they wants to receive in comparison with what they actually receive. Basically, employee satisfaction refers to how pleased employees are with their employment position. It is a comprehensive term comprising job satisfaction and overall satisfaction with company’s policies and environment (Phillips & Connel, 2012).

According to Williamson and Anderson (2011), employee job satisfaction is a major concern to many organizations across the globe for the purpose of competitive advantage in the market of business performance, growth and productivity of organizations. To realize the above demands, the human resources in the organization need to be fully satisfied and motivated to employ their ability for the benefit of the organization. Longenecker (2009) notes an organization stands to benefit from a satisfied employee in many ways including; improved level of customer care, organization’s competitive advantage, quality delivery of services, and increased production. However, an employee who is not satisfied is costly to the employer in many ways including; increased rate of accidents, customer dissatisfaction, low production, damages organizational image (Longenecker, 2009).

Various researches that have been done in various areas globally reveal that the levels of job satisfaction have continued to decline over time. One case is derived from a study that was carried out in the United Kingdom by Barrington and Franco (2010) on job satisfactions among the citizens, findings from this study revealed that job satisfaction across all age groups in the United Kingdom was low. The authors also conducted a similar study in the United States of America whose results were also consistent with the earlier one. They found that Americans across all ages were unhappy at work regardless of the income they received.
Job satisfaction is key area that managers should focus on, as stated by Ramayah (2010), Managers have a moral responsibility of providing the employees with a work environment that is conducive to work and perform at their best. Workers who are satisfied are likely perform well and this contributes positively to the organization. Ramayah (2010) further states that in Malaysia managers have in the recent past given attention to the issue of job satisfaction though no much empirical study has been done on this area.

Job satisfaction can also be described as the degree to which employees are content with the kind of job that they do (Phillips & Connell, 2012. There are five factors that comprise job satisfaction, this include; satisfaction with the work itself, the remuneration, opportunities given for one to advance themselves, the kind of supervision, and workplace relationships. There are other demographic factors such as age and gender that would also affect job satisfaction among employees (McCann, 2009). It has been found that productivity of younger people is likely to be higher than that of older people, according to Cheal (2009) workers aged 59 years and above are reported to be lower in productivity than those aged 58 years and below.

Job satisfaction shows how much an employee likes his work as well as the level of his preoccupation with work (Armstrong, 2012). Generally, it can be stated that job satisfaction is a sense of comfort and positive experience that an employee has related to his job. Job satisfaction can affect work behavior, and through that, the organizational performance. For a long time job satisfaction has been viewed as a unique concept, but today it is seen as a very complex cluster of attitudes towards different aspects of the work (Johnson, 2009). Therefore, the definitions of job satisfaction should include a variety of factors such as nature of work, salary, stress, working conditions, colleagues, superiors and working hours (Armstrong, 2012). Working conditions as a factor of job satisfaction include: the influence of factors related to the employee, so called subjective factors; the impact of environmental factors; and the impact of organizational factors that are primarily related to the organization of production.

Employee satisfaction and employee engagement are similar concepts on the surface, and many people use these terms interchangeably. Employee satisfaction covers the basic
concerns and needs of employees (Karugu, 2012). It is a good starting point, but it usually stops short of what really matters. Employee satisfaction can only be realized through the achievement of the lower level needs just before the upper level needs can be realized (Jones, Richard, Latreille and Sloane, 2008). This is possible by giving priority to the basic needs before the tertiary needs are provided for. Consequently, the employee’s attitude should be changed and they should love what they do and their general feeling about their job, workplace, position and their rewards (Richard & Paul, 2011).

Employers should strive to customize the workstations for their employees to make their work as comfortable as possible. One way to achieve customization is through the use of decors that are appealing to the employees. According to Judge, Piccolo, Podsakoff, Shaw and Rich (2010) customization creates a feeling of taking charge amongst the employees whereby they feel in control of the environment and can also personal barriers such as back pain or eyestrain. It has also been found that decors affects the mood of employees. Other ways of creating a sense of control among the employees is through encouraging initiatives that are employee such as sales competition (Locke, Fitzpatrick & White, 2010). Such initiatives create a sense of ownership and employees take control of their performance and success (Turner & Brown, 2004).

According to Taylor (2009), satisfaction refers to the level of fulfillment of one’s needs, wants and desire. Satisfaction relies on what an individual wants to be, and what they get. Employee satisfaction measures how happy workers are with their job and working environment (Judge, Piccolo, Podsakoff, Shaw & Rich, 2010). Effective organizations normally have a culture that promotes employee satisfaction (Bhatti & Qureshi, 2010). Satisfied Employees have been found to be more loyal and productive hence improve customer satisfaction by giving good quality services (Potterfield, 2011). Employee satisfaction may vary from employee to employee with no limit as some employees may need to change their behaviors so as to deliver on their duties more effectively for greater job satisfaction (Miller, 2012). Benefits like good relationships with colleagues, high salary, better working conditions, better training and education opportunities, and career developments have been found to be positively related to increased employee satisfaction.
A study conducted by Iwu, Allen-Ile and Ukpere (2012) on key factors of employee satisfaction for the retention of health-related professionals in South Africa. The central question in this study was: why are there high levels of employee dissatisfaction amongst health-related professionals in South Africa? And what remedies are there? Utilizing exploratory factor analysis, the study reveals new factors which were considered central to retaining health-related professionals. Another study by Mafini and Pooe (2013) examined the relationship between employee satisfaction and organizational performance: Evidence from a South African government department. The aim of the study was to analyze the relationship between employee satisfaction and organizational performance in a public sector organization. The findings show a positive correlation were observed between organizational performance and all five employee satisfaction factors, namely working conditions, ability utilization, creativity utilization, teamwork and autonomy. Amongst the five factors, teamwork had the greatest impact on organizational performance, followed by ability utilization, creativity, autonomy, with working conditions exerting the least influence.

Africa Yoga Project (AYP) is a non-profit non-governmental organization (NGO) registered under the NGO Act of 1990, as a Wellness and Health Centre. AYP is located in Parklands and was founded in 2007 following Kenya’s post-election violence, by Paige Elenson and Baron Baptiste (Africa Yoga Project, 2015). The objective was to create a centre that will enhance togetherness, wellness, and health within Kenyan diverse tribes, hence foster peaceful co-existence, while creating employment opportunities to the youth. Africa Yoga Project mission is to educate, empower, elevate and employ youth from Africa using the transformational practice of yoga. The core values at AYP include: being there for each other; listening generously; acknowledgement and appreciation; honoring commitment and feedback.

The entry strategy of AYP was to target poor communities, where the effects of using yoga and the moving arts as tools for experiential learning and development would be observed. AYP was introduced as an unprecedented forum for community support through open dialogue, Yoga practice, and an arena to create new possibilities for the future. Since inception to date, AYP has grown from one centre to over 80 locations with over 6,000 people participating in more than 300 community yoga classes offered weekly.
and more than 100 employees who have been trained as Yogis (Africa Yoga Project, 2015).

The major participants and beneficiaries (Stakeholders) are youths from vulnerable and marginalized communities who live on less than $1 or $2 a day for free yoga outreach classes. The outreach includes youth in football clubs, girl’s groups, arts groups, schools, orphanages, hospitals, jails, detention centers, special needs schools; HIV/AIDS support groups, Masai villages, and many more. However, AYP also offers Yoga classes to the general public at a subsidized fee. Other stakeholders are wellness industry, donors, employees, management and the board of directors (AYP, 2015).

1.2 Statement of the Problem

According to Heskett (2010), more satisfied employees stimulate positive actions which end up satisfying customers and improving the performance of the company. Derek & Wilburn (2012) established that employee satisfaction influenced their productivity, absenteeism and retention. Freeman (2010) in their research established a directly link between the success of any company with satisfaction of employees. Kleiner (2004) argues that businesses that succeed in employee satisfaction matters reduce employee turnover by 50%, increase customer satisfaction to an average of 95% and lower labor cost by 12%. This is the case because more satisfied employees are less motivated to leave the company or stay away from work for one reason or another (Maloney & McFillen, 2009). Judge et al, (2010), on the other hand, mentions that employee satisfaction is positively correlated with motivation, job involvement, organizational citizenship behavior, organizational commitment, life satisfaction, mental health, and job performance, and negatively related to absenteeism, turnover, and perceived stress and identify it as the degree to which a person feels satisfied by his/her job. In contrast, Rousseau (2012) identified characteristics of the organization, job task factors, and personal characteristics as the three components of employee satisfaction.

Employees play a significant role in the success and outcome of the product and the company. Satisfied employees offer high quality services which stimulate customer loyalty and improved organizational performance. Value is created by satisfied, loyal and productive employees as they will always be willing to go an extra mile in meeting the needs of customers (Employee Satisfaction, 2010). Likert (2010) established that
collaborative effort directed towards the attainment of organization’s goals helps in their achievement although the unhappy employees will not participate effectively. Additionally, most studies concentrate on the motivator and hygiene factors when studying job satisfaction (Gatheru, 2011). Therefore, it was against this background that the study sought to fill the identified gap by investigating factors affecting employee job satisfaction at Africa Yoga Project.

The need to conduct the study emerged from the fact that while previous studies had been conducted on the employee satisfaction in the non-governmental organizations, not much had been done on the factors affecting employee satisfaction in the emerging yoga studios in Kenya (Gatere, 2010). It was therefore imperative to fill this knowledge gap by examining the various factors that affect employee satisfaction in the fitness industry and in particular yoga studios in Kenya. Furthermore, it was crucial to identify some of the strategies Africa Yoga Project could employ to enhance employee satisfaction in a fast emerging yoga industry.

1.3 Purpose of the Study

The purpose of this study was to establish the factors affecting employee satisfaction in non-governmental organization using a case study of Africa Yoga Project.

1.4 Research Questions

1.5.1 What is the influence of working conditions on employee satisfaction in Africa Yoga Project?

1.5.2 To what extent does compensation influence employee satisfaction in Africa Yoga Project?

1.5.3 To what extent does employee empowerment influence employee satisfaction in Africa Yoga Project?

1.5 Significance of the Study

The research project findings would be necessary and helpful to the stakeholders as listed below:
1.5.1 Africa Yoga Project

Since the study was conducted in Africa Yoga Project, the finding would be an insight of the organization and the recommendations shall offer immediate solution to the problems in employee satisfaction. The implementation of the findings of this study by the company would be of positive impact to the company in terms of productivity, performance and profitability.

1.5.2 Academicians and Researchers

For researchers and scholars who might want to carry out further research in this area, this study will provide information that would guide them in their research. The study would facilitate individual researchers to identify gaps in the current research and carry out research in those areas. In addition, the study has suggested areas for further research where future scholars and researchers can study on.

1.5.3 NGO Industry

The results of this research would provide a comparable base to management of the non-governmental organizations in Kenya on the employee satisfaction techniques to apply and the possible results on every application. They would therefore be able to evaluate the employee performance in application as well as know how to structure the process to ensure optimal organizational performance.

1.6 Scope of the Study

The study covered analysis of factors affecting employee satisfaction in non-governmental organizations in Kenya using Africa Yoga Project which is located in Nairobi, Parklands Area, Diamond Plaza. The research took a period of four months while data was collected from 7th-9th April 2015. The study targeted employees in different hierarchy in the NGO ranging from the top management, middle level management to the lower level management.

On the limitations, the respondents were feared to decline answering the questions for the fear of victimizations especially where such information might have been viewed as leaking company secrets. The researcher assured the respondents of confidentiality in all the responses they gave; and the respondents might have given the situations as it should be instead of giving the situation as it was. The researcher used both closed and open
ended questions in the data collection instruments; this saved the situation of untruthful answer. The researcher also used both primary and secondary data to reduce the occurrence of such a situation.

1.7 Definition of Terms

1.7.1 Employee satisfaction

It refers to the employees’ positive attitude or feelings towards their jobs and the environment around which it takes place (Cranny, Smith & Stone, 2010).

1.7.2 Working Environment

Environment may be defined as our surrounding. Low security, high level of risk and uncertainties is defined as the unsafe environment. Employees tend to devote much of their total energy and thoughts towards what is likely to happen to them and they tend to worry a lot at the expense of their job, hence they spend much more time on their safety at the expense of their performance (Churchill, Ford & Walker, 2009).

1.7.3 Organizational Culture

Culture keeps changing from one organization to another and from environment to another. It dictates what should be done from what should not be done by employees in their workplace and for the period they are attached as employees of such organization (Zalami, 2010).

1.7.4 Employee Empowerment

Empowerment entails giving employees an opportunity, authority and responsibility to do some duties beyond their position. Such empowerment can best be realized through; delegation, decentralization, and involvement of employees in the management decision making of the organization. An empowered employee has a feeling of satisfaction and high level of commitment to their duties (Honeycutt & Milliken, 2011).

1.7.5 Non-governmental Organization

The NGO Co-ordination Act (1990) refers a non-governmental organization (NGO) as any non-profit, voluntary citizens' group which is organized on a local, national or international level. NGOs are task-oriented and driven by people with a common interest.
The NGOs perform a variety of service and humanitarian functions, bring citizen concerns to Governments, advocate and monitor policies and encourage political participation through provision of information (Thomas, 2014).

1.7.6 Africa Yoga Project
Africa Yoga Project is an NGO which empowers over 250,000 Kenyans a year through the transformative power of yoga. It has also empowered thousands of people across the world by supporting physical, mental and emotional health, facilitating authentic personal expression, building supportive communities, and inspiring positive action to contribute to others. All programs are designed to increase physical, emotional and mental wellbeing on the individual level while also building healthy and empowered communities (Africa Yoga Project, 2015).

1.7.7 Yoga
Yoga is an Indian physical, mental and spiritual practice that includes breath control, meditation and adoption of specific body postures for health and relaxation (Burley, 2012). It appreciates the multi-dimensional nature of the human person, mainly relates to the nature and workings of the mind based on experimental practice and self-enquiry (Aranya, 2000).

1.8 Chapter Summary
The chapter gave a detailed background on the study with a synopsis of the factors affect employee satisfaction in Non-Governmental Organizations. It discussed the background of the problem and gave a brief introduction into the aspects of employees’ satisfaction. The statement of the problem was presented together with the purpose of this study and research questions. The significance and the scope of the study were discussed. The important terms used in the study were also defined within this chapter.

The next chapter evaluated the literature review on studies that had been conducted in the past that were related to this study. Chapter three reviewed the research methodology which was used to achieve the objectives of the study. The chapter included the research design, population, sampling procedure and sample size, data collection method and data analysis. Chapter four gave a summary of the research results and findings while chapter five dealt on discussions, conclusions and recommendations.
CHAPTER TWO

2.0 LITERATURE REVIEW

2.1 Introduction

The chapter reviews the literature on employee satisfaction and in particular in the following areas: the influence of working conditions, compensation and decision making. Summary of the reviewed literature has been presented at the end of the chapter.

2.2 Effects of Working Conditions on Employee Satisfaction

Various studies have highlighted that there is a relationship between the working conditions and the employee satisfaction. Bennell, Bulwani and Musikanga (2010) pointed out that the work environment fulfills some characteristics that enhance the employee satisfaction. The study pointed out the need for Apparent and Open Communication which makes the employees feel that they are appropriate in the organization. The study further points out that there is need for stability of Work-Life, which enables the employees to balance between work and personal life. In general having the sense of balance will improve job satisfaction among employees. The study also pointed out there is need for work environments to be impartial. Employees need to identify that they are being impartially rewarded established on their performance. Impartiality means that the consequences of performance are resolute by the quantity and quality of the performance.

Working conditions as a factor of employee satisfaction include: the influence of factors related to the employee, so called subjective factors; the impact of environmental factors; and the impact of organizational factors that are primarily related to the organization of production. The studies that have dealt with the working conditions as a factor of employee satisfaction shows that employees prefer working conditions which are not dangerous and unpleasant and preferably with similar conditions to their home environment (Wiley, 2009; Bennell, Bulwani & Musikanga, 2010). Employee motivation is influenced by the employer, the management and the environment. Motivating the employee is the manager’s job.

Bennell, Bulwani and Musikanga (2010) in their study in 12 countries found that working conditions had an impact on employee satisfaction. The key factors in their study
were workload, general classroom conditions, collegial and management support, location, living arrangement and distance to work. In countries such as Ghana, Sierra Leone and Zambia, it was noted that the large majority of employees in rural areas indicated that working conditions are “poor” and “very poor” (Jones, Richard & Sloane, 2008). The conditions under which a job is performed can be different, from those completely comfortable to those very difficult and dangerous to employee’s life and health. Difficult working conditions can be influenced by: external factors that include climate - meteorological conditions, temperature, humidity, lighting in the workplace, noise and interference, gases, radiation, dust, smoke and other harmful factors.

2.2.1 Technical Environment

The technical environment consists of the tools, equipment and infrastructure at the organization, as well as other physical elements that affect employee satisfaction (Rashid, Sambasivan & Johari, 2012). Like the Johannesburg office layout, whereby regional staffs have to work in a noisy open plan office with limited space, little privacy and no security while other staff members are allocated large offices. Continuous issues with equipment, most of which is locally developed and unique to the industry and the slow introduction of new technology within the company, which is kept aside for selected individuals who are believed to be the only staff members trustworthy and capable of working on new product or service offerings (Rashid, Sambasivan & Johari, 2012).

The technical environment involving several elements surrounding the physical aspect of the work environment is deemed to be an important factor impacting on many organizations seeking to satisfy their employees and improve their work performance, Becker (2009) in support stating that these characteristics associated with the physical environment will lead to dissatisfaction amongst employees if perceived to be inadequate, negatively influencing their work performance and internal motivation. Business leaders should therefore seek to enhance an employee’s satisfaction by structuring the physical environment in such a way that it improves elements associated with the work area and the work design to facilitate working conditions that encourage personnel development and promotion. Recognizing and rewarding employees for effective performance outcomes and their contribution towards achieving desired strategic results. According to Bergh (2011) these elements focus on the physiological infrastructure in the organization,
aimed at identifying various aspects unique to the individual to determine what effect physical work conditions have on an employee.

There is need to assist business leaders to create a work environment that satisfies employees and optimizes their work performance (Edvardsson & Gustavsson, 2012). Identifying key elements within this sub environment that have an influence on an employee’s satisfaction such as the office layout, which focuses on the physical settings surrounding the office design, tools, equipment and resources to gain a deeper understanding of the different variables influencing the employee satisfaction and internal motivation of employees that affect their work performance and ability to achieve desired results. These factors influencing one’s ability to carry out work effectively, as they influence the total work experience (Becker, 2009).

It is therefore important to comprehend the different elements relating to the technical environment when making decisions on what type of office layout is best suited to organization, which as Eisinger (2011) explains entails deciding on whether to adopt an open plan office environment that facilitates development and enhances relationships amongst employees, encouraging feedback through open communication and teamwork or settling for a conventional office layout that offers personnel workspace, making the work area private to create a sense of privacy that encourages employees to sharing their thoughts and feelings in confidence, minimizing the number of distractions to optimize performance and allow employees to focus on the task at hand. Turner and Brown (2010) conclude a move from a conventional office to an office without interior walls or partitions results in significant decreases in employee satisfaction and internal motivation.

In addition, the workspace made available to employees must be conducive to the job, providing sufficient space for an employee to perform the job effectively as employees working on complex tasks perform best when working in low-density condition (Parker & Wall, 2010), thus highlighting the need to establish a work environment where employees can concentrate and focus on a task without been distracted. Business leaders should therefore pay attention to the workspace within the organization to facilitate an environment that enhances the concentration and privacy of its employees by making provision to reduce the number of interruptions and unnecessary distractions that could affect its employees, such as overhearing ongoing office conversations, listening to
unanswered telephone calls that ring continuously and distractions stemming from employees inviting colleagues to have lunch at their desk due to poor canteen facilities (Mohamed & Truong, 2010).

### 2.2.2 Human Environment

The human environment concerns peers with whom employees at the company relate and confide in when they encounter problems, personal or work related. Managers who are responsible for the day-to-day activities and the leadership within the company are described by Ifinedo (2003) as the architects of the organization’s future. It also involves teams or work groups who work together to achieve common objectives that are set by the company (Miner, 2008) and group norms that have emerged, as well as the communication within the company.

The human environment pays attention to several elements concerning the human aspect of the business that influence an employee’s performance and employee satisfaction. Locke (2010) writes the extent to which employees experience psychological or personnel employee satisfaction within the job content environment determines to a large extent the quality and quantity of their outputs. Organizations therefore need to establish a work environment that supports and intrinsically motivates employees, focusing on elements such as leadership, trust, and communication and employee development to create employee satisfaction, as people are a company’s greatest resource. Attracting and keeping the right people can make the difference in the success of the business, particularly in service related franchise where there is no tangible product to sell (Weightman, 2008).

There is a need to identify several conditions which pertain to the work environment that affect employee satisfaction, involving the job content and work characteristics, organizing and controlling of work and social relations at work, including social support (Slack, Chambers & Johnston, 2010). These conditions dependant on management’s ability to control the work situation and create a work environment that enriches employees, giving them greater autonomy, additional responsibilities and the opportunity to develop. Formulating a job design that accentuates the job content to be an important
factor that encourages employees to develop, acquiring new skills in order to be promoted or get involved in other aspects of the business and establish a work environment that enhances the social contract between employees and management to provide a supportive environment that satisfies employees. Polakoff (2011) explaining the work environment improves when employees can sense their role in the process, and co-workers and management share an aura of caring, and cooperation.

Leadership is a key element that ought to inspire, motivate and create cohesion amongst employees to promote job commitment towards achieving organizational goals and enhance an employee’s performance. Thus highlighting that leaders need to show interest, offer praise for good performance and listens to workers opinions to motivate them and promote employee satisfaction, inspiring employees to do better in order to stimulate personnel growth. In support, Armstrong (2012) mentions that leadership is a fundamental component of many management theories and that leadership at a supervisory level is the single most important factor for motivating employees and improving their productivity. According to Certo (2011) supervisors need to convey confidence to employees and take ownership for their actions to gain an employee’s respect, showing empathy towards employees by understanding their needs and frustrations.

Furthermore, supervisors should also have strong human relation skills to work effectively with people, including the ability to communicate, understand and motivate employees to enhance their performance and inspire employee satisfaction. It is therefore important that a supervisor adopt a leadership style most suitable for achieving strategic results and spend time with employees to gain an understanding of their needs to promote career development and accomplish job success (Denga, 2012).

2.2.3 Organizational Environment

The organizational environment has to do with structure of the organization. It includes policies, processes and procedures that are implemented and often change to suit the situation. A favorable work environment is said to be a key element in creating employee satisfaction, as identified in a survey conducted in 2010 by the Deloitte and Touche.
Human Capital Corporation which found it to be the most important requirement amongst South African employees (Ghani, Nayan, Ghazali & Shafie, 2010).

In today’s changing work environment it is important that organizations give consideration to policies and procedures to guide employees who need to deal with certain conditions in order to achieve organizational goals. Herzberg (2010) defines policies as general statements that guide decision making in an organization and ensures decisions are consistent with the organization’s goals, by considering limitations in controlling various aspects of the job and the decision making process that are key to the future success of the organization. Organizations need to ensure that policies and procedures are well defined and address the cause of a problem as opposed to the symptoms, as implementing ad hoc policies could end up having a little influence if employees have reservations or fail to find value in the policy (Lusthaus & Adrien, 2010).

Organizations should also encourage employees to be involved in creating policies as a means of getting them to adhere to new policies and to retain staff (Desseler, 2011) stating it is in the best interest to create policies that retain staff, and which provide and environment that new talent will want to join to minimize employee turnover. Groblar (2009) suggests policies need to be documented and distributed throughout the organization to be effective and ensure all employees are aware of the policies, as well defined policies are valuable for orienting new employees and can be decisive if needed to settle differences in the workplace, thus creating a certain level of security and employee satisfaction in the minds of employees. In addition, employers need to ensure employees believe that procedures are fair and just, as unfair perceptions can lead to job absence and high staff turnover or result in lower production quantity and quality, low morale and job dissatisfaction spreading to co-workers (Duncan, 2012).

2.3 Extent to which Compensation Influence Employee Satisfaction

Employee compensations refer to all forms of pay or reward going to employees and arising from their employment. Rewards include direct compensation, indirect compensation and non financial reward. Developing an effective and appropriate compensation system is an important part of the human resource process. An effective and appropriate compensation system can help, attract and retain competent and talented
individuals who can help the organization accomplish its mission and goals. (Dessler, 2002). Salary, reward or remuneration is defined as the compensation in lieu of the services rendered by the employee. It is always compared in relation to the timings on periodic basis. Pay or salary is an acknowledgement and regarded as reward to motivate and improve the workers behavior towards the goals set by the employer (Oshagbemi, 2011).

Werther and Davis (2010) noted that employee satisfaction depends upon the matching of rewards with the expectations of employees from the employer and other factors like desires, wishes and needs of the employees. Rhodes and Hammer (2010) has conducted research in Bangladesh to find out the factors which affect employee satisfaction of female employees and found that status and low salary greatly affected the female employees in performing their duties. Moorhead and Griffin (2009) found that direct benefit of job is the salary and an important motivating factor.

2.3.1 Wage Effect and Instrumentation

During wage instrumentation, most of the estimates remain similar to the exogenous case but a stark increase in the impact of wages on employee satisfaction is found. The wage coefficient in an employee satisfaction would be biased downwards when the assumption of weak exogeneity is imposed (Bennell, 2010). The coefficient is significant and increases more than two-fold than its previous estimates - the increase in the probability of being satisfied following a wage increase is more than double the previous estimate. The negative simultaneity bias affecting the wage parameter when wages are assumed to be exogenous is indicative of model of wages as compensating differentials. That is, the wage effect on employee satisfaction would be biased downwards if people were more highly paid to take on more dangerous or risky jobs. Introducing independent variation in wage by instrumenting, removes the simultaneity bias.

If salary is not up to the expectations of the employees it can greatly affect the employees regardless of gender. Relationship between the fringe benefits, salaries of employees and employee satisfaction is found positive and strong. Schlechty and Vance (2010) suggested that the main reasons for the most academicians for quitting jobs are curtailed salary scales and lesser salaries of employees. If salary cannot meet the living cost then an
employee has to look for other earnings and would not be able to focus on job. Bennell (2010) analyzed employee’s regarding status, work and pay and found that they are dissatisfied about their low status, pay and work.

Mwangi (2011) findings implied employees’ salary is an important factor that contributes to employees’ satisfaction. He suggests educational planners should consider the importance of increasing employees’ salaries in order to retain employees in the teaching profession. Mwangi (2011) study underscored the important roles played by the promotional opportunities available in teaching profession that also increase employee satisfaction to employees. While the review highlighted how the current salary has been used to motivate employees, no study linked the current salary to employee satisfaction in Kenya as these studies were mainly done in the developed countries and in Asia and the findings may not be applicable to Kenya and Africa Yoga Project in particular, hence a knowledge gap.

2.3.2 Job Match and Attributes

Many scholars have given warnings about the increasing turnover in government and non-profit sector due to lack of adequate research on impact of employee satisfaction on employee turnover, and understanding the employee march and attributes of employee satisfaction in different sectors (Herzeberg, Mausnener & Snyderman, 2011). Some of the attributes that affect a person’s employee satisfaction include job characteristics, work context, rewards, among others (Kalleberg, 2011). Consequently, there is a close match between one’s job and education is the key determinant of employee satisfaction (Allen & Van Der Velden 2010; Rodriguez-Pose & Vilalta-Buff, 2010). Knowledge and skills acquired by individuals are put to appropriate use when education is matched well with one’s job hence furthering job performance and satisfaction (Allen & Van Der Velden, 2010). Empirical studies also report that education–job mismatch negatively impacts one’s level of employee satisfaction (Leslie & Rue, 2009).

Despite the attention paid to the education–job match as a determinant of employee satisfaction, relatively little attention is paid to research on education–job match and employee satisfaction across sectors. According to the research conducted, employee
satisfaction in different sectors is attributed to work context, job characteristics, role constraints, and employee values across sectors (Khainga, 2010). Moreover, literature suggests public and non-profit employees are more likely to be motivated by intrinsic rewards rather than by extrinsic rewards compared to for-profit workers. Despite such disadvantages that may include the pay gap and shortage of staff and resources, most people stay in government and non-profit organizations because they get satisfaction from fulfilling their intrinsic motivation, including an opportunity for self-fulfillment and contribution to society (Leslie & Rue, 2009). Additionally, recent research shows the distinct differences found not only between public- and private-sector workers, but also between public and non-profit workers’ motivations (Chen 2012; Lee & Wilkins, 2011). Hence, lack of understanding of the difference between public and nonprofit organizations may affect employee satisfaction across the sectors.

The literature suggests that employee satisfaction and its attributes may vary across different sectors of the economy (DeSantis & Durst, 2011). Each type of organization has a distinctive structure of extrinsic and intrinsic incentives, with a unique mix of constraints and rewards (Borzaga & Tortia 2012). For example in private and public services aspects like salaries, benefits, task types, and performance criteria will be different (Borzaga & Tortia, 2012; Clark & Andrew, 2010). Non-profit jobs also have unique incentive structures compared with those in the public or for-profit sectors (Jung, Kwangho, Moon, Jae, & Hahm, 2011). Different incentives can be used to induce employees to behave consistently with the organization’s goals (Verkuyten, 2010).

The variation in incentive mixes, therefore, may contribute to different levels of employee satisfaction across the sectors. In addition, research suggests that there are motivational differences among employees in the public, non-profit, and for-profit sectors (Martin, 2011). Different sets of preferences of employees, in turn, correspond to different typologies of incentives (Borzaga & Tortia, 2012). These differences will therefore translate to uniqueness in reward system whether monetary, non-monetary, and psychological rewards (DeSantis & Durst, 2011). The existence of different types of incentives enable workers to select the sector based on their preference for a reward system (Lee & Wilkins, 2011).
2.3.3 Employee Attributes

Understanding job attributes that determine employees’ satisfaction across the sectors is an essential task since employee satisfaction has been found to have significant influence on the motivation to stay or leave an the organization and other membership-related behaviors (Williamson & Anderson, 2011; Wright & Davis, 2010). Scholarly interest in public sector employee satisfaction also increased with the New Public Management, and studies have identified determinants of employee satisfaction (DeSantis & Durst, 2011); this initiative has grown to encompass the management of nonprofit organization (Taylor, 2009). Moreover it is critical in any type of organization to enhance employee satisfaction. Therefore, an understanding of employee satisfaction and what affects the satisfaction and the difference across different sectors is a timely research.

Previous research portrays differences in employee satisfaction across different sectors which can be attributed to the uniqueness of the job characteristics and the context in which employees perform these jobs (DeSantis & Durst, 2011; Wright & Davis, 2012). Study comparisons have been done between the public and private sectors in regards to employee satisfaction (DeSantis & Durst, 2011). Despite these existing literature, there has been little explanation of the differences in the relative importance of various job attributes.

Various job characteristics, the nature of the job or the collection of tasks that comprise the job affect employees’ employee satisfaction (Perry & Porter, 2010). Among others, the match between employee’s education and his or her job is one of the most important attributes of employee satisfaction. Research find a match or a mismatch between an individual’s education and job has significant effects on various labor market outcomes, including productivity, employee satisfaction, absenteeism, and turnover (Allen & van der Velden, 2010). Studies report that the match between employee satisfaction and attributes job leads to equity with compensation, puts the knowledge and skills acquired by the workers to right use, and enables them to perform at a higher level, and consequently, increases their satisfaction with their occupation (Allen & Van der Velden, 2010; Vila and Garcia-Mora, 2010).
2.4 Employee Satisfaction and Employee Empowerment

Employee empowerment is giving employees a certain degree of autonomy and responsibility for decision-making regarding their specific organizational tasks. Decision making can be defined as choosing between alternatives (Moorhead & Griffin, 2004). It can be regarded as an outcome of mental processes (cognitive processes: memory, thinking, evaluation) leading to the selection of a course of action among several alternatives. Decision making involves mapping the likely consequences of decisions, working out the importance of individual factors, and choosing the best course of action to take. In the decision making process, the decision maker’s actions are guided by a goal. Each of the several alternative courses of action is linked to various outcomes. Information is available on the alternatives, on the value of each outcome relative to the goal. The decision maker chooses an alternative on the basis of his/her evaluation of the information (Moorhead & Griffin, 2009).

Participation in decision making offers various benefits at all levels of the organization. Empowering employees at all levels make implementation of decisions made successful (Rice, 2012). Participation in decision making leads to harmony in the organization (Ward & Pascarelli, 2009) and improves staff morale and support (Parshadis, 2010). By creating a sense of ownership in the company, participation in decision making instills a sense of pride and motivates employees to increase productivity in order to achieve their goals. Giving employees a chance to participate in decision making makes them feel part of the team and this boosts their sense of self-esteem and enhances their creativity (Helms, 2012).

2.4.1 Employee Participation

Greater involvement of employees in decision-making was an important aspect of the decentralization policy of organization-based management and an alternative to the top-down bureaucratic system of organizations in many different contexts (Wright, Bradely & Davis, 2010). In the earliest stages of the introduction of organization based management in the USA and UK, employees’ participation in decision-making was adopted to give more influence and thereby increase administrative efficiency. In the 1980s and 2009s, the focus on employees’ participation in decision-making changed, being aimed at reforming educational practice by creating conditions in organizations that facilitated
improvement, innovation and continuous professional growth. Most of the restructuring literature favored shared decision-making. Employees’ involvement in organization decision-making was seen to facilitate better decisions, because those closest to students know best how to improve their organizations and are in the best position to make and carry out decisions (Wright, Bradely & Davis, 2010).

It was seen as motivational to the participants and it released their energy, responsibility and initiative, resulting in greater commitment to the job and increased employee satisfaction (Decker & Borgen, 2011). It was seen to encourage employees to assume greater responsibility for what happened in a organization (Cranny & Smith, 2010), thus increasing employees’ ownership of change, giving employees a voice in organization policy and making better use of their professional expertise. Employees’ participation in decision-making was perceived as forging links between administrators and employees (Anderson, 2009). Employees’ participation in decision-making was viewed as ‘a change initiative’ focusing on an alternative strategy for organization management (Wills & Myhill, 2010).

Several studies have suggested that there is a slight positive relationship between the degree of participation and employee satisfaction (Richard & Paul 2011). It is argued that the reason for this is because of value attainment (Black & Gregersen, 2011). Employees are satisfied when they obtain what they desire from their work environment. Employee participation in decision-making provides them with the opportunity to influence decisions and their outcomes. It is not enough to simply have the employees participate in the decisions. Employee satisfaction is a function of how much involvement the employee has in decisions. Organizations that genuinely allow for employee participation will directly delegate to non-management a significant amount of decision-making authority that is commonly reserved for managers (Miller, Birch, Mauthner & Jessop, 2010).

2.4.2 Employee Commitment

Several scholars have defined employee commitment differently. Meyer and Allen (2011) define employee commitment as a psychological state which defines the employee’s relationships with the organization and it has implications for the employee’s decision to
continue membership in the organization. On the other hand Wright, Bradely & Davis (2010) define employee commitment as the congruence between individual goals and those of the organization such that the individual identifies with and extends effort on behalf of the general goals of the organization.

According to Allen and Meyer (2009) employee commitment has two dimensions i.e. affective and continuance. Whereas commitment is an overall response to an organization, employee satisfaction is a response to specific job aspects. According to Wiener (2009), employee satisfaction is majorly an attitude that is directed to a work-related conditions. Commitment is more concerned with attachment to the employing organization and not to specific tasks, environmental factors, and the location where the duties are performed (Mowday, et al., 2010). These terms make commitment more consistent compared to employee satisfaction over time (Mowday, 2010).

In a study on relationships between employee satisfaction and organizational commitment among restaurant employees, it was proved that the several of the component scores for employee satisfaction; store location had a significant effect on the level of satisfaction with policies; and the level of education significantly affected satisfaction with recognition (Steel & Warner, 2012). Satisfaction with policies, compensation, work conditions, and advancement were found to have a significant relationship to organizational commitment (Cranny & Smith, 2012).

2.4.3 Employee Productivity

Productivity as a performance measure uses efficiency and effectiveness in delivering organizational objectives. A clear understanding of who the productive workers is an important starting point in determining employee productivity in the organization. One needs to cultivate the culture of high performance among employees as this promotes effectiveness in organizations. This culture encourages employee involvement and improves organizational performance. Research has established that employees who are committed are more willing be involved in decision-making which subsequently result in enhanced employee performance (Zalami, 2010). Organizations need to aspire to improve employee satisfaction because it increases productivity by encouraging high quality
motivation. Evidence shows that participative climate in an organization is positively related to worker’s satisfaction and participation in specific decision.

Employee productivity regarded as an outcome of mental processes (cognitive processes: memory, thinking, evaluation) leading to the selection of a course of action among several alternatives. Decision making involves mapping the likely consequences of decisions, working out the importance of individual factors, and choosing the best course of action to take (Decker & Borgen, 2011). In the decision making process, the decision maker’s actions are guided by a goal, Each of the several alternative courses of action is linked to various outcomes, Information is available on the alternatives, on the value of each outcome relative to the goal. The decision maker chooses an alternative on the basis of his/her evaluation of the information (Moorhead & Griffin, 2009).

2.5 Chapter Summary

Chapter Two gave a review on the literature of factors affecting employee satisfaction. The chapter has assessed literature on influence of working conditions on employee satisfaction, the extent to which compensation influences employee satisfaction, and influence of decision making on employee satisfaction. Chapter Three outlines the research methodology used to collect data, research design and how data was analyzed.
CHAPTER THREE

3.0 RESEARCH METHODOLOGY

3.1 Introduction
This chapter presents a description of the research methodology which includes the research design, target population, sample size and sampling procedures, research instruments, validity and reliability of instruments, data collection procedures and the data analysis techniques.

3.2 Research Design
The researcher used descriptive survey design to conduct the study. According to Orodho and Kombo (2009), a descriptive survey design is a method of collecting information by interviewing or administering a questionnaire to a sample of individuals. Orodho and Kombo (2009) notes that it can be used when collecting information about peoples’ attitudes, opinions, habits or any of the variety of education or research social issues. The design was relevant to the research because the researcher sought to investigate the factors affecting employee satisfaction in Non-governmental Organizations using a case study of Africa Yoga Project. The findings of this study provided a basis for giving the way forward on factors affecting employee satisfaction. The data obtained was standardized to allow easy comparison. The dependent variable was employee satisfaction while the independent variables included working conditions, compensation and decision making.

3.3 Population and Sampling Design

3.3.1 Population
A population is a well-defined or set of people, services, elements, events, group of things or households that are being investigated whereas target population refers to the specific population about which information is desired (Vaihekoski & Mika, 2011). The target population comprised all the staff of Africa Yoga Project located in Nairobi, Parklands Area Diamond Plaza. Therefore, the population of this study comprised 97 employees stratified into three different categories. This is shown in the Table 3.1
Table 3.1: Population of Study

<table>
<thead>
<tr>
<th>Population Category</th>
<th>Number of employees</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Top Level Management</td>
<td>11</td>
<td>11.3</td>
</tr>
<tr>
<td>Mid Level Management</td>
<td>21</td>
<td>21.6</td>
</tr>
<tr>
<td>Lower Level Staff</td>
<td>65</td>
<td>67.1</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>97</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

*Source: Africa Yoga Project Records (2015)*

3.3.2 Sampling Design

Sampling is the selection of a subset of individuals from within a statistical population to estimate characteristics of the whole population (Saunder, Lewis, and Thornhill, 2009). Sampling ensures that some elements of a population are selected as representative of the population. Sampling design is a working plan specifying the population frame, sample size, sample selection, and estimation method in detail. The objective of the sampling design is to know the characteristic of the population (Borg & Gall, 2010).

3.3.2.1 Sampling Frame

A sampling frame is a list of elements from which the sample is actually drawn and closely related to the population (Saunder, Lewis & Thornhill, 2009). In this study, the sampling frame was drawn from the three levels of management at Africa Yoga Project. This was used so as to ensure that the sampling frame was current, complete and relevant for the attainment of the study objective. The sampling frame was drawn from the three levels of management namely top level management, mid level management and lower level staff.

3.3.2.2 Sampling Technique

The accessible sample for this study was all categories of the population in the population of the Study. The study sampled all the 97 respondents. In this study, because of the relatively small population, a sample size of 100% was the accessible population, hence a census (Borg & Gall, 2010).

3.3.2.3 Sample Size

Sample size is the number of individual samples measured or observations used in a survey or experiment. In statistics, sample size is generally represented by the variable ‘n’ (Sandelowski, 1995). In this study, because of the relatively small population of Africa
Yoga Project, a sample size of 100% (97) was the accessible population, hence a census survey.

3.4 Data Collection Methods

This research collected primary data using questionnaires. A questionnaire is a research instrument consisting of a series of questions and other prompts for the purpose of gathering information from respondents. The study considered questionnaires for they have advantages over other types of research instruments in that they are cheap, do not require as much effort from the questioner as verbal or telephone surveys, and often have standardized answers that make it simple to compile data (Lumpkin & Dess, 2001).

The researcher used both open and close ended questions in line with the objectives of the study using a five point Likert scale for closed ended questions. The questionnaires contained two sections each. The first section sought to establish the respondent demographic data while the second section sought to establish the respondents’ opinions on the four objectives of the study. The four objectives included: influence of working conditions, current salaries, promotion prospects and involvement in decision making on employee satisfaction in Africa Yoga Project.

3.5 Research Procedures

For this research, the procedure involved seeking permits for piloting and actual collection of data. The permit was important and in this case four permits were necessary. There was letter from management of Africa Yoga project and letter from the institutions that the research was commissioned from as part of academic dispensation. Self-administered questionnaire was used in the study to collect quantitative data. The researcher distributed the questionnaires physically at the respondent’s convenience. However, the researcher left the questionnaires with the respondents and picked them up later where it proved difficult for the respondents to complete the questionnaire immediately.

The questionnaires were distributed to the sample respondents by the researcher using a drop and pick later method to reduce disruptions on the respondents’ routines. Personal administration was chosen so as to ensure high response rate. Respondent anonymity was also ensured by giving questionnaires unique numbers which only the researcher
understood their meaning. A clear explanation was given to the respondents as to indicate how they would benefit from the research. All these were aimed at ensuring a high response rate.

3.6 Data Analysis Methods

Data preparation was done on the completed questionnaires by editing, coding, entering and cleaning the data before processing the responses. The collected data was analyzed using the statistical package for social analysis (SPSS) version 20. Descriptive statistics was analyzed using mean and standard deviation. A normality test was conducted using SPSS to determine if the data set was well-modeled by a normal distribution. Validity and reliability of the instruments was also conducted. Content validity was employed by this study as a measure of the degree to which data collected using a particular instrument represented a specific domain or content of a particular concept. The analyzed data was presented using tables and figures. Correlation analysis was conducted between the independent and dependent variable to determine whether there was a relationship between the two.

3.7 Chapter Summary

Chapter three identified the research methodology and design used. It gave a detailed analysis of the research design, population and the sampling process that was used in collecting the research data. Stratified sampling technique was used and the population to be studied was divided into three strata. This was done to ensure the results are more representative and also give all categories a chance to participate in the study. Data analysis was done using the Statistical Package for Social Sciences. The next chapter discussed the results and findings.
CHAPTER FOUR

4.0 RESULTS AND FINDINGS

4.1 Introduction

This chapter presents research findings in accordance with the research questions and methodology. The purpose of this study was to establish the factors affecting employee satisfaction in non-governmental organization using a case study of Africa Yoga Project. The study sought to answer three research questions: What is the influence of working conditions on employee satisfaction in Africa Yoga Project? to what extent does compensation influence employee satisfaction in Africa Yoga Project? And to what extent does employee empowerment influence employee satisfaction in Africa Yoga Project? The completed questionnaires were edited, coded and then analyzed using SPSS (V 21).

4.2 Response Rate

From the findings, a total of 70 respondents filled and returned their questionnaires. This gave a response rate of 72%. Out of the total 97 respondents, the non-response rate therefore was 28%. According to Mugenda and Mugenda (2003) the statistically significant response rate for analysis should be at least 50%.

Figure 4.1: Response Rate
4.3 Demographic Information

This is the information describing the general characteristic of the respondents at Africa Yoga Project was as presented below:

4.3.1 Gender of Respondents

The study sought to establish the gender distribution of the respondents. The findings are indicated on Figure 4.2:

The study findings indicated that 59% of the respondents were male while 41% were females. This finding indicates that both male and female gender worked in the project although the male were more than women. However, the proportions satisfied the constitutional provision on gender equity of at least one third being of either gender.

![Figure 4.2: Gender of Respondents](image)

4.3.2 Age of Respondents

The study sought to establish the age distribution of the respondents. The findings were as shown in the Figure 4.3:

The study established that 72% of the respondents were of the age category between 20-29, 14% were of the age category between 30-39, 10% were of the age category between 40-49 years and only 4% were above 50 years. This shows that the study included all ages represented in the organization. However, majority of the respondents were young aged between 20-29 years of age.
4.3.3 Highest Level of Education

The respondents were asked to indicate their highest level of education they had attained. The responses are shown in the Figure 4.4:

The findings showed that majority of the employees at Africa Yoga Project highest level of education were secondary at 52%, followed by Diploma at 24%, 13% with primary level, 7% of the respondents had degrees and only 4% had masters. These findings indicate that the respondents with secondary education as the highest level of education at Africa Yoga Project were a majority thus were aware of the factors affecting employee satisfaction in NGOs.
4.3.4 Working Period at Africa Yoga Project

The respondents were asked the number of years they have worked at Africa Yoga Project. The responses are shown in the Figure 4.5:

The findings indicate that 37% of the respondents had worked at the project for 3-4 years. 34% have worked for 5 years and above while 29% have worked at Africa Yoga Project for a period of between 0-2 years. These findings show that the respondents had worked on the project long enough to understand how it worked and were thus better qualified to provide relevant information required by this study.

![Pie chart showing distribution of years worked at Africa Yoga Project]

Figure 4.5: Duration Respondents have worked at Africa Yoga Project

4.4 The Influence of Working Conditions on Employee Satisfaction

The respondents were presented with various statements on which they were required to indicate their extent of agreement with each. The rating scale ranged from 1-5 where 1= not at all, 2= to a little extent, 3= moderate extent, 4= great extent and 5= very great extent. From these, the study computed descriptive measures including mean and standard deviation for interpretation. The findings are well illustrated below.

4.4.1 Technical Environment

The respondents were asked to rate the extent to which they agreed with the following statements on the influence of the technical environment on employee satisfaction. The findings were shown on Table 4.1:
The response on the extent that there are tools and equipments in the organization that affect employee satisfaction, the respondents said to a moderate extent with a mean of 2.9143 and a standard deviation of 1.18863 that there were tools and equipments in the organization that affect employee satisfaction. On whether there is privacy to work in the organization, the respondents said to a little extent with a mean of 2.3286 and a standard deviation of 1.24786 that there is privacy to work at the organization. The study findings correspond to Turner and Brown (2010) who concluded in their study that an office without interior walls or partitions results in significant decreases in employee privacy, satisfaction and internal motivation.

Asked to what extent security is provided at work, the respondents indicated to a moderate extent with a mean of 3.3714 and a standard deviation of 1.26458 that security is provided at work. The study finding agrees with Parker & Wall (2010) who emphasized that the workspace made available to employees must be conducive to the job. Asked to what extent the organization creates a work environment that satisfies employees, the respondents said to a great extent with a mean of 3.5143 and a standard deviation of 1.21277 that the organization creates a work environment that satisfies employees. The study findings concur with Bergh (2011) who suggested that business leaders should seek to enhance employees’ satisfaction by structuring the physical environment in such a way that it improves elements associated with the work area and the work design to facilitate working conditions that encourage personnel development and promotion.

### Table 4.1: Influence of Technical Environment on Employee Satisfaction

<table>
<thead>
<tr>
<th>Tool/Environment</th>
<th>Mean</th>
<th>Std. Dev</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tools and equipment the organization that affect employee satisfaction.</td>
<td>2.9143</td>
<td>1.18863</td>
</tr>
<tr>
<td>Privacy to work at the organization</td>
<td>2.3286</td>
<td>1.24786</td>
</tr>
<tr>
<td>Security is provided at work</td>
<td>3.3714</td>
<td>1.26458</td>
</tr>
<tr>
<td>Organization creates a work environment that satisfies employees</td>
<td>3.5143</td>
<td>1.21277</td>
</tr>
</tbody>
</table>

### 4.4.2 Human Environment

The respondents were asked to rate the extent to which they agreed with the following statements on the influence of the Human environment on employee satisfaction. The findings are shown on table 4.2:
The response on whether there is a good relationship between employees and the organization, the respondents indicated to a moderate extent with a mean of 3.3429 and a standard deviation of 1.24976 that there was a good relationship between employees and the organization. The study findings disagree with Deng (2012) who established that supervisors should have strong human relation skills to work effectively with people, including the ability to communicate, understand and motivate employees to enhance their performance and inspire employee satisfaction.

On the extent of which the employees work as teams to achieve common objectives, the respondents said to a moderate extent with a mean of 3.3571 with a standard deviation of 1.33009 that the employees work as teams to achieve common objectives. According to Miner (2008) who reports that the company should set teams or work groups to work together to achieve common objectives. Asked whether job content affects work environment, the respondents said to a moderate extent with a mean of 3.0571 and a standard deviation of 1.29532 that job content affects work environment.

On the extent leaders show interest and offer praise for good performance, the respondents indicate to a moderate extent with a mean of 3.3714 and a standard deviation of 1.37442 that leaders show interest and offer praise for good performance. The findings do not agree with Polakoff (2011) who highlights that that leaders need to show interest, offer praise for good performance to promote employee satisfaction. Asked to what extent leaders listen to workers opinions to motivate them and promote employee satisfaction, the respondents indicated to a moderate extent with a mean of 3.0571 and a standard deviation of 1.24976 that leaders listen to workers opinions to motivate them and promote employee satisfaction. The findings further conflict with Polakoff (2011) who suggests that leaders should listen to workers opinions to motivate them and promote employee satisfaction.

**Table 4.2: Influence of Human Environment on Employee Satisfaction**

<table>
<thead>
<tr>
<th></th>
<th>Mean</th>
<th>Std. Dev</th>
</tr>
</thead>
<tbody>
<tr>
<td>Good relationship between employees and the org.</td>
<td>3.3429</td>
<td>1.24976</td>
</tr>
<tr>
<td>Employees work as teams to achieve common obj.</td>
<td>3.3571</td>
<td>1.33009</td>
</tr>
<tr>
<td>Job content affects work environment</td>
<td>3.0571</td>
<td>1.29532</td>
</tr>
<tr>
<td>Leaders show interest &amp; praise for good perfor.</td>
<td>3.3714</td>
<td>1.37442</td>
</tr>
<tr>
<td>Leaders listen to workers opinions</td>
<td>3.0571</td>
<td>1.24976</td>
</tr>
</tbody>
</table>
4.4.3 Organizational Environment

The respondents were asked to rate the extent of which they agreed with the following statements being adhered to in the organization. The findings are shown on table 4.3

The response on the extent policies suit the situation confronting the organizational environment, the respondents said to a moderate extent with a mean of 3.4143 and standard deviation of 1.29738 that policies suit the situation confronting the organizational environment. The finding is impartial to what Lusthaus & Adrien (2010) highlighted that organizations need to ensure that policies and procedures are well defined and address the cause of a problem as opposed to the symptoms, as implementing ad hoc policies could end up having a little influence if employees have reservations or fail to find value in the policy.

Asked on the extent a favorable work environment is key element in creating employee satisfaction, the respondents said to a moderate extent with a mean of 3.4714 and a standard deviation of 1.32667 that a favorable work environment is key element in creating employee satisfaction. The study finding is neutral to the a survey conducted in 2010 by the Deloitte and Touche Human Capital Corporation who found that a favorable work environment is a key element in creating employee satisfaction.

On whether there are policies and procedures to guide employees to deal with certain conditions in order to achieve organizational goals, the respondents said to a moderate extent with a mean of 3.4143 and a standard deviation of 1.42943 that there were policies and procedures to guide employees to deal with certain conditions in order to achieve organizational goals. The finding shows that the respondents were not sure but what Ghani, Ghazali & Shafie (2010) recommend that it is significant that organizations give consideration to policies and procedures to guide employees who need to deal with certain conditions in order to achieve organizational goals.

Asked if the organizational environment is effective and ensures all employees are aware of them, the respondents said to a moderate extent with a mean of 3.4143 and a standard deviation of 1.38828 that organizational environment is effective and ensures all employees are aware of them. The finding is neutral to what Ghani, Ghazali & Shafie (2010) who recommended that it is important that organizations give consideration to
policies and procedures to guide employees who need to deal with certain conditions in order to achieve organizational goals.

Table 4.3: Influence of Organizational Environment of Employee Satisfaction

<table>
<thead>
<tr>
<th></th>
<th>Mean</th>
<th>Std. Dev</th>
</tr>
</thead>
<tbody>
<tr>
<td>Policies suit the situation confronting the organizational</td>
<td>3.4143</td>
<td>1.29738</td>
</tr>
<tr>
<td>environment</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Favorable work environment is a key element in creating</td>
<td>3.4714</td>
<td>1.32667</td>
</tr>
<tr>
<td>employee satisfaction</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Policies and procedures to guide employees to deal with certain</td>
<td>3.4143</td>
<td>1.42943</td>
</tr>
<tr>
<td>conditions in order to achieve organizational goals</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Organizational environment is effective and ensures all</td>
<td>3.4143</td>
<td>1.38828</td>
</tr>
<tr>
<td>employees are aware of them</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

4.4.4 Effects of Working Conditions on Employee Satisfaction

The respondents were asked to what extent the working conditions affected the employee satisfaction at Africa Yoga Project. The findings were as shown in table 4.4

The findings show that 31% of the respondents said that the working conditions affects the employee satisfaction to a very great extent, 20% said to a great extent, 34% said to a moderate extent, 12% of the respondents said to a little extent and 3% said to no extent at all.

Table 4.4: Effects of Working Conditions on Employee Satisfaction

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Very great extent</td>
<td>22</td>
<td>31</td>
</tr>
<tr>
<td>Great extent</td>
<td>14</td>
<td>20</td>
</tr>
<tr>
<td>Moderate extent</td>
<td>24</td>
<td>34</td>
</tr>
<tr>
<td>A little extent</td>
<td>8</td>
<td>12</td>
</tr>
<tr>
<td>No extent at all</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>70</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

4.5 The Influence of Compensation on Employee Satisfaction

According to Dessler (2002), effective and appropriate compensation system helps to attract and maintain competent and talented individuals who would facilitate accomplishment of an organization’s mission and goals since the employees are satisfied.
4.5.1 Wage Effect and Instrumentation

The respondents were asked to rate the extent to which they agreed with the following statements on wage effect and instrumentation being adhered to in the organization. The findings are shown on table 4.5

The response on the extent of employee wages being reviewed yearly, the respondents said to moderate extent with a mean of 2.7714 and a standard deviation of 1.46625 that the employee wages were reviewed yearly. The finding is impartial to Mwangi (2012) who emphasized on the importance of increasing employees’ salaries in order to retain employees in a profession. Asked on the extent the wage effect on employee satisfaction is biased downwards, the respondents indicated to a moderate extent with a mean of 2.7000 and a standard deviation of 1.19601 that the wage effect on employee satisfaction was biased downwards. The study finding is nonaligned to what Bennell (2010) found that wage effect on employee satisfaction would be biased downwards if people were more highly paid to take on more dangerous or risky jobs.

On the extent of the employee is satisfied with the current salary, the respondents said with a little extent with a mean of 1.7857 and a standard deviation of 0.99116 that the employee was satisfied with the current salary. The study findings concur with Bennell (2010) who analyzed employee’s regarding status, work and pay and found that they are dissatisfied about their low status, pay and work. Asked whether there is fairness of the wages system at workplace, the respondents said to a moderate extent with a mean of 3.0429 and a standard deviation of 0.61309 that there was fairness of the wages system at work place. On the extent the wage difference affects the individual performance of the employees; the respondents indicated to a moderate extent with a mean of 3.0286 and a standard deviation of 1.32939 that the wage difference affected the individual performance of the employees.

Asked whether curtailed salary scales and lesser salaries force employees to engage in corrupt practices, the respondents said to a moderate extent with a mean of 3.0000 and a standard deviation of 1.61515 that the curtailed salary scales and lesser salaries forced employees to engage in corrupt practices. The study finding is impartial to Schlechty and Vance (2010) who suggested that the main reasons for the most academicians for quitting jobs are curtailed salary scales and lesser salaries of employees.
Table 4.5: Influence of Wage Effect and Instrumentation on Employee Satisfaction

<table>
<thead>
<tr>
<th>Description</th>
<th>Mean</th>
<th>Std. Dev</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employee wages are reviewed yearly</td>
<td>2.7714</td>
<td>1.46625</td>
</tr>
<tr>
<td>Wage effect on employee satisfaction is biased downwards</td>
<td>2.7000</td>
<td>1.19601</td>
</tr>
<tr>
<td>Employee is satisfied with the current salary</td>
<td>1.7857</td>
<td>0.99116</td>
</tr>
<tr>
<td>Fairness of the wages system at work place</td>
<td>3.0429</td>
<td>0.61309</td>
</tr>
<tr>
<td>Wage difference affects the individual performance of the employees</td>
<td>3.0286</td>
<td>1.32939</td>
</tr>
<tr>
<td>Curtailed salary scales and lesser salaries force employees to engage in corrupt practices</td>
<td>3.0000</td>
<td>1.61515</td>
</tr>
</tbody>
</table>

4.5.2 Job Match and Attributes

The respondents were asked to rate the extent to which they agreed with the following statements on job match and attributes being adhered to in the organization. The findings are shown on table 4.6.

On the extent of job characteristics and rewards affect employee satisfaction, the respondents said to a moderate extent with a mean of 2.9286 and a standard deviation of 1.31128 that job characteristics and rewards affected employee satisfaction. The finding is impartial to what Kalleberg (2011) established that job characteristics, work context, rewards, and other attributes affected employee satisfaction. Asked on whether matching individual characteristics and job improves performance and employee satisfaction, the respondents said to a moderate extent with a mean of 3.2143 and a standard deviation of 1.30654 that matching individual characteristics and job improved performance and employee satisfaction. The finding is impartial to Allen & Van Der Velden (2010) who reported that matching education with one’s job puts the knowledge and skills acquired by individuals to appropriate use, furthering job performance and satisfaction.

On whether incentives are used to induce employees to behave consistently with the organization’s goals, the respondents indicated to a moderate extent with a mean of 3.0286 and a standard deviation of 1.36171 that incentives were used to induce employees to behave consistently with the organization’s goals. The finding is nonaligned with Verkuyten (2010) who identified that different incentives can be used to induce employees to behave consistently with the organization’s goals. On the extent of variation in incentive mixes contribute to different levels of employee satisfaction across the sectors, the respondents said to a moderate extent with a mean of 2.8857 and a standard deviation of 1.22229 that variation in incentive mixes contributed to different levels of
employee satisfaction across the sectors. The finding is neutral to Borzaga & Tortia (2012) who pointed out that each organizational type has distinct structures of incentives, constraints and rewards. Further, Jung, Kwangho, Moon, Jae, & Hahm (2011) indicate non-profit jobs have unique incentive structures compared to those in the public or for-profit sectors.

Table 4.6: Job Match and Attributes

<table>
<thead>
<tr>
<th>Mean</th>
<th>Std. Dev</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.9286</td>
<td>1.31128</td>
</tr>
<tr>
<td>3.2143</td>
<td>1.30654</td>
</tr>
<tr>
<td>3.0286</td>
<td>1.36171</td>
</tr>
<tr>
<td>2.8857</td>
<td>1.22229</td>
</tr>
</tbody>
</table>

4.5.3 Employee Attributes

The respondents were asked to rate the extent to which they agreed with the following statements on employee attributes being adhered to in the organization. The findings are shown on Table 4.7

The findings on the extent of the organization understands the employee’s attributes towards the job, the respondents said to a moderate extent with a mean of 3.0286 and a standard deviation of 1.14172 that the organization understood the employee’s attributes towards the job. The finding is impartial to Wright & Davis (2012) who highlighted that it is essential to understand attributes that determine employees’ satisfaction. Asked whether there is a relationship between employees’ education and employee satisfaction at work place, the respondents said to a moderate extent with a mean of 2.8000 and a standard deviation of 1.39979 that there was a relationship between employees’ education and employee satisfaction at work place. The finding is neutral to Allen & van der Velden (2010) who said that matching employee’s education and the job is one of the most important attributes of employee satisfaction.

On the extent of match between employee satisfaction and attributes leads to organizational performance, the respondents said to a moderate extent with a mean of 3.3857 and a standard deviation of 1.28867 that match between employee satisfaction and attributes led to organizational performance. The finding is nonaligned to Vila and
Garcia-Mora (2010) who recommend that match between employee satisfaction and attributes job leads to equity with compensation, puts the knowledge and skills acquired by the workers to right use, and enables them to perform at a higher level. Asked on the extent the employee is satisfied with the flexibility of the working hours, the respondents said a moderate extent with a mean of 3.3429 and a standard deviation of 1.56858 that the employee was satisfied with the flexibility of the working hours. The findings show that employee attributes affected employee satisfaction to a moderate extent.

Table 4.7: Influence of Employee Attributes on Employee Satisfaction

<table>
<thead>
<tr>
<th></th>
<th>Mean</th>
<th>Std. Dev</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organization understands the employee’s attributes toward the job</td>
<td>3.0286</td>
<td>1.14172</td>
</tr>
<tr>
<td>There is a relationship between employees’ education and employee satisfaction at work place</td>
<td>2.8000</td>
<td>1.39979</td>
</tr>
<tr>
<td>Match between employee satisfaction and attributes leads to organizational performance</td>
<td>3.3857</td>
<td>1.28867</td>
</tr>
<tr>
<td>Employee is satisfied with the flexibility of the working hours</td>
<td>3.3429</td>
<td>1.56858</td>
</tr>
</tbody>
</table>

4.5.4 Effects of Wage effect and Instrumentation on Employee Satisfaction

The respondents were asked to what extent wage effect and instrumentation affected the employee satisfaction at Africa Yoga Project. The findings are shown in table 4.8

The findings indicate that 26% of the respondents said that the effects of instrumentation and wage effect affected employee satisfaction to a very great extent similarly 26% said to a great extent, 30% said to a moderate extent, 16% said to a little extent while 1% said to no extent at all.

Table 4.8: Effects of Wage effect and Instrumentation of Employee Satisfaction

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Very great extent</td>
<td>18</td>
<td>26</td>
</tr>
<tr>
<td>Great extent</td>
<td>18</td>
<td>26</td>
</tr>
<tr>
<td>Moderate extent</td>
<td>22</td>
<td>30</td>
</tr>
<tr>
<td>A little extent</td>
<td>11</td>
<td>16</td>
</tr>
<tr>
<td>No extent at all</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>70</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>
4.6 The Influence of Decision making on Employee Satisfaction

According to Rice (2012), give employees at all levels the power to make decisions makes that implementation of those decisions not only possible, but also successful. Participation in decision making instills a sense of pride and motivates employees to increase productivity in order to achieve their goals.

4.6.1 Employee Participation

The respondents were asked to rate the extent to which they agreed with the following statements on employee participation being adhered to in the organization. The findings are shown on table 4.9.

The response on whether there is a greater involvement of employees in decision-making in the organization, the respondents said to a moderate extent with a mean of 2.8286 and a standard deviation of 1.35102 that there was greater involvement of employees in decision-making in the organization. Asked on the extent of employees’ involvement in decision making decision-making increases administrative efficiency, the respondents said to a great extent with a mean of 3.5143 and a standard deviation of 1.33561 that employees’ involvement in decision making decision-making increased administrative efficiency. The finding concurs with Wright, Bradely & Davis (2010) who found out that the earliest stages of the introduction of organization based management in the USA and UK, employees’ participation in decision-making was adopted to give more influence and thereby increase administrative efficiency.

On the extent of involvement in decision making motivates the employees resulting in greater commitment to the job, the respondents said to a great extent with a mean of 3.6571 and a standard deviation of 1.36929 that involvement in decision making motivated the employees resulting in greater commitment to the job. The Asked on the extent of participatory management balances the involvement of managers and their subordinates in decision making, the respondents said to a moderate extent with a mean of 3.1429 and a standard deviation of 1.27729 that participatory management balanced the involvement of managers and their subordinates in decision making.
Table 4.9: Influence of Employee Participation on Employee Satisfaction

<table>
<thead>
<tr>
<th></th>
<th>Mean</th>
<th>Std. Dev</th>
</tr>
</thead>
<tbody>
<tr>
<td>Greater involvement of employees in decision-making in the organization</td>
<td>2.8286</td>
<td>1.35102</td>
</tr>
<tr>
<td>Employees’ involvement in decision making decision-making increases administrative efficiency</td>
<td>3.5143</td>
<td>1.33561</td>
</tr>
<tr>
<td>Involvement in decision making motivates the employees resulting in greater commitment to the job</td>
<td>3.6571</td>
<td>1.36929</td>
</tr>
<tr>
<td>Participatory management balances the involvement of managers and their subordinates in decision making</td>
<td>3.1429</td>
<td>1.27729</td>
</tr>
</tbody>
</table>

4.6.2 Employee Commitment

The respondents were asked to rate the extent to which they agreed with the following statements on employee commitment being adhered to in the organization. The findings are shown on Table 4.10

On the whether the employee is fully committed to the organization and its future prospects, the respondents said to a great extent with a mean of 3.5714 and a standard deviation of 1.33592 that the employee was fully committed to the organization and its future prospects. The finding concur with Meyer and Allen (2011) who stated that employee commitment characterizes the employee’s relationships with the organization and has implications for the employee’s decision to continue membership in the organization. Asked to what extent the employee has affective commitment to the organization, the respondents indicated to a great extent with a mean of 3.5429 and a standard deviation of 1.28182 that the employee had affective commitment to the organization. These finding are in line with Allen & Meyer (2009) that employee commitment embraces affective and continuance and that commitment should be more consistent than employee satisfaction over time.

On whether employee has continuance commitment to the organization, the respondents said to a great extent with a mean of 3.5857 and a standard deviation of 1.30209 that employee had continuance commitment to the organization. On the extent the organization has developed normative commitment by providing reward in advance, the respondents said to a moderate extent with a mean of 3.3429 and a standard deviation of 1.23689 that the organization had developed normative commitment by providing reward in advance. The finding is impartial to Cranny & Smith (2012) who established that
satisfaction with remuneration; working conditions and career advancement have a significant relationship to employee commitment in an organization.

Table 4.10: Influence of Employee commitment on Employee satisfaction

<table>
<thead>
<tr>
<th></th>
<th>Mean</th>
<th>Std. Dev</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fully committed to the organization and its future prospects</td>
<td>3.5714</td>
<td>1.33592</td>
</tr>
<tr>
<td>Affective commitment to the organization</td>
<td>3.5429</td>
<td>1.28182</td>
</tr>
<tr>
<td>Employee has continuance commitment to the organization</td>
<td>3.5857</td>
<td>1.30209</td>
</tr>
<tr>
<td>Organization has developed normative commitment by providing reward in advance</td>
<td>3.3429</td>
<td>1.23689</td>
</tr>
</tbody>
</table>

4.6.3 Employee Productivity

The respondents were asked to rate the extent to which they agreed with the following statements on employee productivity being adhered to in the organization. The findings are shown on table 4.11

On the extent productivity encompasses both efficiency and effectiveness; the respondents said to a great extent with a mean of 3.5571 and a standard deviation of 1.32628 that productivity encompassed both efficiency and effectiveness. The finding agrees with Zalami (2010) who said that productivity is a performance measure encompassing both efficiency and effectiveness. Asked whether the employee is satisfied with the present performance appraisal policy of the company, the respondents said to a moderate extent with a mean of 2.7286 and a standard deviation of 1.15371 that employee was satisfied with the present performance appraisal policy of the company. The finding is in agreement with Berg (2011) that human resource policies encourage employee involvement with the aim of providing opportunities to employees to have an input in decisions.

On the extent the employee’s involvement in goal setting or problem solving activities result in higher employee performance, the respondents said to a great extent with a mean of 3.6429 and a standard deviation of 1.29252 that employee’s involvement in goal setting or problem solving activities resulted in higher employee performance. The study agree with Zalami (2010) who stated that employees who were more willing to get involved in decision-making, goal setting or problem solving activities, recorded higher performance.

Asked whether motivation and increasing working capabilities increases employee’s productivity, the respondents indicated to a great extent with a mean of 3.5429 and a
standard deviation of 1.30368 that motivation and increasing working capabilities increased employee’s productivity. The finding corresponds to Decker & Borgen (2011) that bringing high quality motivation and through increasing working capabilities at time of implementation increases productivity.

Table 4.11: Influence of Employee productivity on Employee Satisfaction

<table>
<thead>
<tr>
<th>Productivity encompasses both efficiency and effectiveness</th>
<th>Mean</th>
<th>Std. Dev</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employee is satisfied with the present performance appraisal policy of the company</td>
<td>3.5571</td>
<td>1.32628</td>
</tr>
<tr>
<td>Employee’s involvement in goal setting or problem solving activities result in higher employee performance</td>
<td>2.7286</td>
<td>1.15371</td>
</tr>
<tr>
<td>Motivation and increasing working capabilities increases employee’s productivity</td>
<td>3.6429</td>
<td>1.29252</td>
</tr>
<tr>
<td></td>
<td>3.5429</td>
<td>1.30368</td>
</tr>
</tbody>
</table>

4.6.4 Effects of Employee Empowerment on Employee Satisfaction

The respondents were asked to what extent decision making affected the employee satisfaction at Africa Yoga Project. The findings are shown in table 4.12

The findings indicate that 36% of the respondents said decision making affected the employee satisfaction to a very great extent, 28% to a great extent, 23% to a moderate extent, 10% of the respondents said to a little extent while 3% said to no extent at all.

Table 4.12: How Employee Empowerment affects the Employee Satisfaction

<table>
<thead>
<tr>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Very great extent</td>
<td>25</td>
</tr>
<tr>
<td>Great extent</td>
<td>20</td>
</tr>
<tr>
<td>Moderate extent</td>
<td>16</td>
</tr>
<tr>
<td>A little extent</td>
<td>7</td>
</tr>
<tr>
<td>No extent at all</td>
<td>2</td>
</tr>
<tr>
<td>Total</td>
<td>70</td>
</tr>
</tbody>
</table>

4.7 Correlation Analysis

The data presented before on working conditions, employee compensation and employee empowerment were computed into single variables per factor by obtaining the averages of each factor. Pearson’s correlations analysis was then conducted at 95% confidence interval and 5% confidence level 2-tailed. Table 4.13 indicates the correlation matrix between the factors (working conditions, employee compensation and employee
empowerment) and employee satisfaction. From the findings, the study established that there is a positive relationship between employee satisfaction and working conditions, employee compensation and employee empowerment of magnitude 0.764, 0.738 and 0.682 respectively. The positive relationship indicates that there is a strong correlation between the factors and employee satisfaction. The study deduces that working condition has the highest effect on employee satisfaction, followed by employee compensation while decision making has the lowest effect on employee satisfaction among employees at Africa Yoga Project located in Diamond Plaza, Parklands Area, Nairobi County.

<table>
<thead>
<tr>
<th>Table 4.13: Correlation Matrix</th>
<th>Employee Satisfaction</th>
<th>Working Condition</th>
<th>Employee Compensation</th>
<th>Employee Empowerment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employee Satisfaction</td>
<td>Pearson Correlation</td>
<td>.764</td>
<td>1</td>
<td>.029</td>
</tr>
<tr>
<td></td>
<td>Sig. (2-tailed)</td>
<td>.029</td>
<td>.523</td>
<td>.017</td>
</tr>
<tr>
<td>Working Conditions</td>
<td>Pearson Correlation</td>
<td>.738</td>
<td>.523</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>Sig. (2-tailed)</td>
<td>.017</td>
<td>.016</td>
<td>.597</td>
</tr>
<tr>
<td>Employee Compensation</td>
<td>Pearson Correlation</td>
<td>.682</td>
<td>.743</td>
<td>.597</td>
</tr>
<tr>
<td></td>
<td>Sig. (2-tailed)</td>
<td>.031</td>
<td>.012</td>
<td>.028</td>
</tr>
<tr>
<td>Employee Empowerment</td>
<td>Pearson Correlation</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Sig. (2-tailed)</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

4.8 Chapter Summary

Chapter four gave a detailed account of the research findings. It showed the response rate, and demographic information of the respondents like their gender, age, level of education among others. The chapter also highlighted the extent working conditions like the technical, human and organizational environment affected employee satisfaction. It provided detailed information on the extent compensation influenced employee satisfaction and further showed the employee satisfaction measurements, extent decision making which involved employee participation, commitment and productivity affected employee satisfaction and employee satisfaction measures. The chapter showed the correlation relationship between the independent and dependent variables.
CHAPTER FIVE

5.0 DISCUSSION, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

The chapter discusses the findings, gives conclusions from the study based on the objectives and gives recommendations to be undertaken. The purpose of the study was to establish factors affecting employee satisfaction in non-governmental organizations in Kenya using Africa Yoga Project.

5.2 Summary

The purpose of the study was to establish factors affecting employee satisfaction in non-governmental organizations in Kenya using Africa Yoga Project as a case study. The specific objectives of the study were to establish to what extent working conditions influence employee satisfaction at Africa Yoga Project; to what extent does compensation influence employee satisfaction at Africa Yoga Project and to what extent does employee empowerment influence employee satisfaction at Africa Yoga Project.

The study adopted descriptive survey design. This design is applicable to the research since the researcher seeks to investigate the factors affecting employee satisfaction in Non-governmental Organizations using a case study of Africa Yoga Project. The study specifically looked at how working conditions, compensation and employee empowerment influence employee satisfaction at Africa Yoga Project. The study relied on insights drawn from its employees on the factors that affect their satisfaction in the organization. The target population was then classified into top level management, mid level management and lower level staff and due to the relatively small population; the study sampled all the 97 respondents. The study had a response rate of 72% and this was statistically significant to analyze the data. The collected data was analyzed using descriptive statistics including frequency distribution, mean and standard deviation in the statistical package for social analysis (SPSS) version 20. Descriptive statistics was analyzed using mean and standard deviation. A normality test was conducted using SPSS to determine if the data set was well-modeled by a normal distribution. Validity and reliability of the instruments was also conducted. Content validity was employed by this study as a measure of the degree to which data collected using a particular instrument represented a specific domain or content of a particular concept. The analyzed data was
presented using tables and figures. Correlation analysis was conducted between the independent and dependent variable to determine whether there was a relationship between the two.

On the aspects of working conditions, there are tools and equipments that affect the employee satisfaction. On the extent of privacy provided at work, the respondents said it affects employee satisfaction. On the extent of the relationship between employees and the organization at Africa Yoga Project affects employee satisfaction. The ability of Africa Yoga to provide policies that suit the situation confronting the organization environment affects employee satisfaction. On the extent leaders show interest and offer praise for good performance affects employee satisfaction. Therefore all aspects on the technical, human and organizational environment affect employee satisfaction.

On compensation, the responses revealed that the employee wages are reviewed yearly; the employee is to a little extent satisfied with the current salary. The respondents also pointed out that matching individual characteristics and job improves performance and employee satisfaction. From the responses, the respondents highlighted that incentives are used to induce employees to behave consistently with the organization’s goals. The respondents further indicated that the organization understands the employee’s attributes towards the job. Consequently, all the aspects of wage effect and instrumentation, job match and attributes and employee attributes affect employee satisfaction.

From the responses on decision making, the study established that there is greater involvement of employees in decision making at Africa Yoga Project. The respondents also cited that the employees are fully committed to the organization and its future prospects. The responses also revealed that productivity encompasses both efficiency and effectiveness. The respondents also pointed out that motivation and increasing working capabilities increases employee’s productivity. As a result, all features of employee participation, commitment and productivity affect employee satisfaction. In addition, the quality of work, number of complaints, absenteeism and turnover indicated the level of employee satisfaction in the organization.
5.3 Discussion

5.3.1 Influence of Working Conditions on Employee Satisfaction

On working conditions and employee satisfaction, majority of the respondents said that there were tools and equipments that affected the employee satisfaction to a moderate extent. The findings are in in agreement with studies by Rashid, Sambasivan & Johari (2012) which indicate that technical environment is made up of tools, equipment and infrastructure as well as other physical elements that affect employee satisfaction. Becker (2009) stated that if these components associated with the human environment are inadequate, would lead to dissatisfaction amongst employees, negatively influencing their work performance and internal motivation. Therefore, Edvardsson & Gustavsson (2012) suggest that there is need to help organizations to create a working environment that satisfies and maximizes their performance.

Asking to what extent there is privacy to work at the organization, the respondents said to a little extent. According to Eisinger (2011), open office environment propagates development and enhances relationships amongst employees, encouraging feedback through open communication and teamwork while a conventional office layout offers personnel workspace, privacy and this encourages employees to sharing their thoughts and feelings in confidence, minimizing the number of distractions to optimize performance and allow employees to focus on the task at hand. It is then concluded by Turner and Brown (2010), that conventional office layout reduces privacy of the employees resulting in significant decreases in employee satisfaction. On whether the organization creates a work environment that satisfies employees, the respondents said to a great extent that the organization created a work environment that satisfied employees. Bergh (2011) encourages business leaders to improve employee’s satisfaction by structuring the physical environment in such a way that it improves elements associated with the work area and the work design to facilitate working conditions that encourage personnel development and promotion.

Asking on whether there was a good relationship between employees and the organization, the respondents stated to a moderate extent. According to Polakoff (2011), the working environment develops when employees can sense their role in the process, and co-workers and management share an aura of caring, and cooperation. A good relationship fosters better understanding between the employees and the management thereby
boosting the employee’s esteem, motivates, and promotes a sense of belonging leading to employee satisfaction. Locke (2010) explains that the extent to which employees experience psychological satisfaction within the working environment determines to a great extent the quality and quantity of their outputs. Organizations therefore need to establish a work environment that supports and intrinsically motivates employees, fosters communication and employee development to create employee satisfaction, as people are a company’s greatest resource. On the extent leaders show interest and offer praise for good performance, the respondents revealed to a moderate extent.

On the extent leaders listen to workers opinions to motivate them and promote employee satisfaction, the respondents said to a moderate extent. The findings concur with Armstrong (2011) who mentions that leadership is a significant element that should inspire, motivate and create cohesion amongst employees in order to promote job commitment hence achieves organizational goals and enhance employee’s performance. The findings match with Certo’s (2011) where it is stated that employee satisfaction comes when the management shows confidence in employees, takes responsibility for their actions to gain an employee’s respect, demonstrates empathy towards employees by understanding their needs and frustrations acknowledges their good performance and motivates employees to enhance their performance and inspire employee satisfaction. Deng (2012) therefore suggests that a supervisor should adopt a leadership style that is most suitable for achieving strategic results and allowing the leader to spend time with employees to gain an understanding of their needs, promoting career development, accomplishing job success and employee satisfaction.

Asked on whether there are policies and procedures to guide employees to deal with certain conditions in organizational goals, the respondents said to a moderate extent. The research findings are in agreement with Herzberg (2010) who highlighted that it is vital that organizations give consideration to policies and procedures to guide employees who need to deal with certain conditions in order to achieve organizational goals. Lusthaus & Adrien (2010) recommended that policies and procedures should be well defined and address the cause of a problem as opposed to the symptoms. On the extent the organizational environment is effective and ensures all employees are aware of them, the respondents said to a moderate extent. Groblar (2009) further urges that policies should be documented and distributed throughout the organization to be effective and ensure all employees are aware of the policies as well defined policies are valuable for orienting
new employees and can be decisive if needed to settle differences in the workplace. This creates a certain level of security and employee satisfaction. According to Duncan (2012), the policies and procedure should be fair and just for the employee’s satisfaction since unfair perceptions by the employee can lead to job absence, high staff turnover, lower production quantity and quality, low morale and job dissatisfaction spreading to co-workers.

5.3.2 Influence of Compensation on Employee Satisfaction

From the responses compensation, the study found out that the respondents said that the employee wages were reviewed yearly to a moderate extent. The results concur with Mwangi (2012) who found out that employees’ salary is an important factor that contributes to employee satisfaction. He suggests that educational planners should consider the importance of increasing employees’ salaries in order to retain employees in the teaching profession. On the extent the employee is satisfied with the current salary, the respondents highlighted to a little extent. A study by Bennell (2010) analyzed employee’s regarding status, work and pay and found out that they were dissatisfied about their low status, pay and work. Schlechty and Vance (2010) pointed out that if salary was not up to the expectations of the employees, it greatly affects the employees regardless of gender. Relationship between the fringe benefits, salaries of employees and employee satisfaction was found to be positive and strong. Therefore for effective employee productivity, the relationship between salaries of the employees and the work done must be proportional to result in better employee satisfaction and organizational performance. The respondents were asked the extent of the wage effect on employee satisfaction is biased downwards, the respondents said to a moderate extent. According to Bennell (2010), when the assumption of weak exogeneity is imposed, the wage coefficient in an employee satisfaction would be biased downwards. He further urges that the wage effect on employee satisfaction would be biased downwards if people were more highly paid to take on more dangerous or risky jobs.

As asked on the extent variation in incentive mixes contribute to different levels of employee satisfaction across the sectors, the respondents said to a moderate extent. A study by Lee & Wilkins (2011) indicates that there exist distinct incentives not only between public- and private-sector workers, but also between public and non-profit
workers’ motivations. According to Leslie & Rue (2012), people may stay in government and non-profit organizations despite some of the disadvantages including the pay gap and shortage of staff and resources because they get satisfaction from fulfilling their intrinsic motivation, including an opportunity for self-fulfilment and contribution to society. Verkuyten (2010) highlights different incentives can be used to induce employees to behave consistently with the organization’s goals. On the extent of matching individual characteristics and job improves performance and employee satisfaction, the respondents said to a moderate extent. The findings concur with Herzeberg, Mausnener & Snyderma (2011) who stated that the close match between one’s job, education and individual characteristic is an important determinant of employee satisfaction. Allen & Van Der Velden (2010) suggested that when individual characteristics and education are matched well with one’s job, it provides the knowledge and skills acquired by individuals to appropriate use, furthering job performance and satisfaction. Therefore, Lee & Wilkins (2011) further conclude that with the variation in incentives, workers may select the sector based on their performance for a reward system.

On the extent that the organization understands the employee’s attributes toward the job, the respondents said to moderate extent. The findings concur with Wright & Davis (2012) who stated that understanding the employee’s attributes toward the job helps in determining employees’ satisfaction across the sectors. The findings further showed that employee satisfaction has significant influence on the motivation of employees to stay or leave the organization and other membership-related behaviors. On whether there is a relationship between the employees’ education and employee satisfaction at work place, the respondents said to a moderate extent. Research findings agree with Perry & Porter (2010) who established that the match between employee’s education and the job is one of the most important attributes of employee satisfaction. The research findings further illustrated a match or a mismatch between an individual’s education and job has significant effects on productivity, employee satisfaction, absenteeism and turnover. Asked on the extent of the match between employee satisfaction and attributes leads to organizational performance, the response indicates to a moderate extent. Study report by Vila and Garcia-Mora (2010) highlighted the match between employee satisfaction and attributes job leads to equity with compensation, putting the knowledge and skills acquired by the workers to right use and enabling them to perform at a higher level, consequently, increasing their satisfaction and organizational performance.
5.3.3 Influence of Employee Empowerment on Employee Satisfaction

On whether there is a greater involvement of employees in decision-making in the organization, the respondents said to a moderate extent. Study report by Wright, Bradely & Davis (2010) showed that greater involvement of employees in decision-making was an important aspect of the decentralization policy of organization-based management and an alternative to the top-down bureaucratic system of organizations in many different contexts. Wills & Myhill (2012) established that employees’ participation in decision-making was viewed as ‘a change initiative’ focusing on an alternative strategy for organization management. Employee’s involvement in decision making also facilitates better decisions. Asked whether involvement in decision making motivates the employees resulting in greater commitment to the job, the respondents said to a great extent. According to Decker & Borgen (2011), involvement in decision making was seen as motivational to the participants and it released their energy, responsibility and initiative, resulting in greater commitment to the job and increased employee satisfaction. A study by Likert (2010) revealed that employee participation in decision making satisfies the employees’ self-actualization needs, hence increasing employees’ motivation, commitment and job performance. On the extent participatory management balances the involvement of managers and their subordinates in decision making, the respondents said to a great extent.

Asked on the extent employee is fully committed to the organization and its future prospects, the respondents said to a great extent. The results agree with Meyer and Allen (2011) who stated that employee commitment characterizes the employee’s relationship with the organization and it has implications for the employee’s decision to continue membership in the organization or leave. The study findings are in line with Wiener (2009) who stated that commitment relates more to the attachment one has with and organization regardless of the specific tasks, environmental factors, and the location where the duties are performed. When an employee is committed to the work, employee’s productivity and satisfaction is increased.
On the extent of employee has effective continuance commitment to the organization, the respondents said to a great extent. The findings agree with Mowday (2010) that commitment should be more consistent than employee satisfaction over time. Mowday further states that daily events in the work place may affect an employee’s level of employee satisfaction; however such transitory events should not cause an employee to reconsider his or her commitment to the overall organization. Further studies by Cranny & Smith, (2012), pointed out that satisfaction with policies, compensation and working conditions were found to have a significant relationship to organizational commitment. On whether productivity encompasses both efficiency and effectiveness, the respondents said to a great extent. The findings are consistent with Zalami (2010) who stated that productivity is a performance measure that encompasses both efficiency and effectiveness. Most high performing organizations have a culture that promotes employee involvement, therefore employees in these organizations are willing to get involved in decision-making, goal setting or problem solving activities, which subsequently result in higher employee performance. On whether employee’s involvement in goal setting or problem solving activities result in higher employee performance, the respondents said to a great extent. The study finding further agree with Berg (2011) who stated that human resource policies that encourage worker involvement provide employees with opportunities to give their inputs in decision making and hence increases their performance.

5.3.4 Correlation Analysis

The study established that there is a strong positive correlation between the working conditions and employee satisfaction. Similarly, the study found that there exist a strong positive relationship between employee compensation and decision making and employee satisfaction.

5.4 Conclusions

5.4.1 Influence of Working Conditions on Employee Satisfaction

The study therefore concludes that there is a significant relationship between the working conditions and the employee’s satisfaction. The study concludes that there are tools and equipments in the organization that affects employee satisfaction to a moderate extent. The study also concludes that there is a little privacy to work at the Africa Yoga Project.
The study further concludes that Africa Yoga Project has created a work environment that moderately satisfies the employees. The study also concludes that the leaders show interest and offer praise for good performance to a moderate extent and that the policies suit the situation confronting the organizational environment to a moderate extent too. It is also concluded that there is a moderately good relationship between the employees and the organization. Therefore, the study concludes that technical, human and organizational environment affects employee satisfaction.

5.4.2 Influence of Compensation on Employee Satisfaction

The study concludes that there is an important relationship between compensation and employee satisfaction. The study concludes that the employees are satisfied to a little extent with the current salary. The study also concludes that the employee wages are reviewed yearly to a great extent and that there is fairness of the wages systems at Africa Yoga Project. The study further concludes that job characteristics and rewards affect employee satisfaction to a moderate extent. Matching individual characteristics and job improves performance and employee satisfaction to a moderate extent. The study further concludes that there is a relationship between employees’ education and employee satisfaction at work place to a moderate extent. The study also concludes that the employee is satisfied with the flexibility of the working hours to a great extent. Therefore, the study generally concludes that wage effect and instrumentation, job match and attributes and employee attributes influence employee satisfaction.

5.4.3 Influence of Employee Empowerment on Employee Satisfaction

The study concludes that there is a major relationship between decision making and employee satisfaction. The study also concludes that there is moderate involvement of employees in decision making at Africa Yoga Project. In addition, the study concludes that employees’ involvement in decision-making increases administrative efficiency to a great extent. The study also concludes that the employees are committed to a great extent to the organization and its future prospects. The study also concludes that employee has great affective and continuance commitment to the organization. The study further concludes that productivity encompasses both efficiency and effectiveness to a great extent. The study also concludes that motivation and increasing working capabilities increases employee’s productivity to a great extent. Thus, it is concluded employee satisfaction is influenced by employee participation, commitment and productivity.
5.4.4 Correlation Analysis
The study concludes that there exists a strongly positive relationship between working conditions, employee compensation and decision making on employee satisfaction at Africa Yoga Project.

5.5 Recommendations

5.5.1 Recommendations for Improvement

5.5.1.1 Influence of Working Conditions on Employee Satisfaction
The study recommends Africa Yoga Project provide privacy to work at the organization. The study also recommends leaders should show more interest and offer praise for better performance since it builds the employees’ esteem and satisfaction. The study again recommends that the employees should work to a greater extent as teams to achieve common objectives. The study further recommends that Africa Yoga Project should create a more favorable working environment as it is a key element in creating employee satisfaction. Africa Yoga Project should also put in place better policies that suit the situation confronting the organizational environment.

5.5.1.2 Influence of Compensation on Employee Satisfaction
The study recommends that Africa Yoga Project should review employee wages on yearly basis. The study also recommends that the current employee salary be reviewed since the employees were somehow unsatisfied with the pay. Africa Yoga Project should also ensure fairness on the wages system in order to improve employee satisfaction. The study also recommends that Africa Yoga Project should extensively adopt matching of individual characteristics and job as it improves performance and employee satisfaction. In addition, the study recommends that Africa Yoga Project increases the incentives used to induce employees as there are different levels of employee satisfaction across the sectors.

5.5.1.3 Influence of Employee Empowerment on Employee Satisfaction
The study recommends Africa Yoga Project to adopt a greater involvement of employees in decision making process. Africa Yoga Project should ensure affective and continuance commitment of the employee for better organizational performance. The study further
recommends that Africa Yoga should improve on the performance appraisal policy as it affects employee satisfaction.

The study also recommends that Africa Yoga Project should implement measures that will ensure easier and efficient communication channels like suggestion box for the respondents.

5.5.2 Recommendations for Further Research

The study recommends that a similar study be conducted across all other non-profit organizations in the country to establish factors that affect employee satisfaction. The study also recommends that a similar study be carried out across all other non-profit organizations in the East Africa region. The study further recommends that similar study be conducted on the private and public sectors to establish the employees’ satisfaction.
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Karugu, G. K. (2012). *An investigation of employee satisfaction and dissatisfaction among elementary school teachers and head teachers in Nairobi Kenya, 73 and a comparison of their perceptions on 14 selected job factors from Herzberg’s Theory.* Northern Illinois University, USA.


Moorhead, J. & Griffin, K. (2009). The measurement and antecedents of affective continuous and normative commitments to organizations *Journal of occupational Psychology*.63, 1-8


APPENDICES

Appendix I: Questionnaire Cover Letter

UNITED STATES INTERNATIONAL UNIVERSITY

RE: Survey Questionnaire

Dear Respondent,

I am a post-graduate student studying for masters in business administration degree at the United States International University. The objective of my study is to investigate the FACTORS AFFECTING EMPLOYEE SATISFACTION IN NGOs: A CASE STUDY OF AFRICA YOGA PROJECT.

You are part of the selected sample of respondents whose views I seek on the above-mentioned matter. Your honest answers will be completely anonymous, but your views, in combination with those of others are extremely important in this research. All the information provided will be treated with strict confidentiality and used for the purpose of completing this study only. Please answer the questions as accurately as possible.

I guarantee that all information will be handled with the Strict Confidentiality.

Thank you for your cooperation.

Tabitha Muchemi

Appendix II: Questionnaire

FACTORS AFFECTING EMPLOYEE SATISFACTION IN NGOs: A CASE STUDY OF AFRICA YOGA PROJECT

Date ______________________________________________

Please take a few minutes to complete this questionnaire. Your honest answers will be completely anonymous, but your views, in combination with those of others are extremely important in this research. Kindly answer all questions.

PART A: Demographic Information

(Please tick one box for each of the questions 1-7)
1. Gender: Male [ ] Female [ ]

2. Age
   19-29 yrs [ ]
   30-40 yrs [ ]
   41-51 yrs [ ]
   52 and above [ ]

3. Highest level of education:
   O-levels [ ]
   Certificate [ ]
   Diploma [ ]
   Degree [ ]
   Masters [ ]
   Others (specify) .................................................................

4. How long have you worked at Africa Yoga Project?
   0 - 5 years [ ]
   5 – 10 years [ ]
   10 years and above [ ]

SECTION B: INFLUENCE OF WORKING CONDITIONS ON EMPLOYEE SATISFACTION

5. Below is a list of statements on working conditions. To what extent are these processes adhered to in your organization? Use a scale of 1-5 where 1= not at all, 2= to a little extent, 3= moderate extent, 4= great extent and 5= very great extent.
### Technical Environment

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<tr>
<td>There are tools, equipment and infrastructure at the organization, as well as other physical elements that affect employee satisfaction.</td>
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<td>The working environment has privacy and security as well as sufficient space</td>
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<td>Physiological infrastructure in the organization is aimed at identifying various aspects unique to the individual to determine what effect physical work conditions have on an employee</td>
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<td>The organization creates a work environment that satisfies employees and optimizes their work performance</td>
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### Human Environment

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<tr>
<td>The good relationship between employees and the organization.</td>
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<td>The employees work as teams or work groups who work together to achieve common objectives.</td>
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<td>Human environment pays attention to human aspect of the business that influence an employee’s performance and employee satisfaction</td>
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<td>Job content and work characteristics, organizing and controlling of work and social relations at work affect work environment</td>
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<td>Leaders show interest, offer praise for good performance and listens to workers opinions to motivate them and promote employee satisfaction</td>
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### Organizational Environment

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<td>Policies, processes and suite the situation confronting the organizational environment</td>
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<td>A favorable work environment is a key element in creating employee satisfaction</td>
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<td>There are policies and procedures that guide employees to deal</td>
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<td>with certain conditions in order to achieve organizational goals</td>
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<td>Organizational environment is effective and ensures all employees</td>
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<td>are aware of them</td>
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</table>
6. To what extent do you think working conditions affect the employee satisfaction?

Very great extent

Great extent

Moderate extent

To a little extent

To no extent

SECTION C: INFLUENCE OF COMPENSATION ON EMPLOYEE SATISFACTION

7. Below is a list of statements on working conditions. To what extent are these processes adhered to in your organization? Use a scale of 1-5 where 1= not at all, 2= to a little extent, 3= moderate extent, 4= great extent and 5= very great extent.

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<tr>
<td><strong>Wage Effect and Instrumentation</strong></td>
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<tr>
<td>The employee wages are reviewed yearly?</td>
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<tr>
<td>The wage effect on employee satisfaction is biased downwards.</td>
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<tr>
<td>I am satisfied with the current salary</td>
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<td>There is fairness of the wages system at work place</td>
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<tr>
<td>The wage difference affects the individual performance of the employees</td>
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<tr>
<td>Curtailed salary scales and lesser salaries force employees to engage in corrupt practices</td>
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<tr>
<td><strong>Job March and Attributes</strong></td>
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<tr>
<td>Job characteristics, work context and rewards affect employee satisfaction</td>
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Marching individual characteristics and job improves performance and employee satisfaction

Incentives are used to induce employees to behave consistently with the organization’s goals

Variation in incentive mixes contribute to different levels of employee satisfaction across the sectors

**Employee Attributes**

The organization understands my attributes toward the job

There is a relationship between employees’ education and employee satisfaction at work place

Match between employee satisfaction and attributes leads to organizational performance

I am satisfied with the flexibility of the working hours

8. To what extent do you think that wage effect and instrumentation affects the employee satisfaction?

Very great extent [ ]

Great extent [ ]

Moderate extent [ ]

To a little extent [ ]

To no extent [ ]

**SECTION D: INFLUENCE OF DECISION MAKING ON EMPLOYEE SATISFACTION**
9. Below is a list of statements on decision making. To what extent are these processes adhered to in your organization? Use a scale of 1-5 where 1= not at all, 2= to a little extent, 3= moderate extent, 4= great extent and 5= very great extent.

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<td>Employee Participation</td>
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<td>There is a greater involvement of employees in decision-making in the organization</td>
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<td>Employees’ involvement in decision making increases decision-making increases administrative efficiency</td>
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<tr>
<td>Involvement in decision making motivates the employees resulting in greater commitment to the job and increased employee satisfaction</td>
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<td>Participatory management balances the involvement of managers and their subordinates in decision making</td>
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<td>Employee Commitment</td>
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<td>I am fully committed to the organization and its future prospects</td>
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<td>I have affective commitment to the organization</td>
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<td>I have continuance Commitment to the organization</td>
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<td>Organization has developed normative commitment by providing reward in</td>
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**Employee Productivity**

Productivity encompasses both efficiency and effectiveness

I am satisfied with the present performance appraisal policy of the company

Employees involvement in goal setting or problem solving activities result in higher employee performance

Motivation and increasing working capabilities increases employees’ productivity through bringing

10. To what extent do you think that decision making affects the employee satisfaction?

| Very great extent |   |   |
| Great extent      |   |   |
| Moderate extent   |   |   |
| To a little extent|   |   |
| To no extent      |   |   |

11. Below is a list of statements to measure your level of satisfaction. To what extent do you agree with them? Use a scale of 1-5 where 1= not at all, 2= to a little extent, 3= moderate extent, 4= great extent and 5= very great extent.

<table>
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<tr>
<th>Satisfaction measures</th>
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<td>I reduce my working pace to communicate</td>
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<td>my level of dissatisfaction</td>
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<td>I call in to excuse myself from office when unhappy with management</td>
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<td>I work hard when satisfied with the organization</td>
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