FACTORS AFFECTING EMPLOYEE JOB SATISFACTION IN INSTITUTIONS OF HIGHER EDUCATION IN KENYA: A CASE STUDY OF UNITED STATES INTERNATIONAL UNIVERSITY (USIU)

BY
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UNITED STATES INTERNATIONAL UNIVERSITY - AFRICA

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A Project Report Submitted to the Chandaria School of Business in Partial Fulfillment of the Requirement for the Degree of Executive Masters of Organization Development (EMOD)

UNITED STATES INTERNATIONAL UNIVERSITY - AFRICA

SUMMER 2014
STUDENT'S DECLARATION

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

Signed: ___________________________  Date: ___________________________

Hellen Pauline Ambasa Ombima (ID No: 636216)

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

Signed: ___________________________  Date: ___________________________

Dr. Paul Katuse

Signed: ___________________________  Date: ___________________________

Dean, Chandaria School of Business
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I take this opportunity to thank my supervisor, Dr. Paul Katuse for his constant guidance and academic insights, Dr. Amos Njuguna for his encouragement and my boss, Prof. Freida Brown, for giving me time off to go and study. This project would be incomplete without the USIU employees who took time out to fill the questionnaires, to them all, I say thank you.
DEDICATION

I dedicate this research project to my late Dad, Green Davies Ombima: he was my greatest source of encouragement. I also dedicate this to the entire Ombima family, not forgetting my partner and friend ‘Munchkins’ who stayed up with me most nights burning the midnight oil to ensure that I met the deadlines.
ABSTRACT

The main purpose of this study was to investigate the factors affecting employee job satisfaction in institutions of higher education in Kenya with a specific reference to USIU. This study was guided by the following three research questions: what economic factors affect employee job satisfaction at USIU? What environmental factors affect employee job satisfaction at USIU? And what strategies foster employee job satisfaction at USIU?

A descriptive research design was adopted for this study. The dependent variable of the study was employee job satisfaction while the independent variables of the study were economic and environmental factors of employee job satisfaction. The targeted population consisted of 353 United States International University (USIU) employees: 106 of the said employees were used as the sample size representing the total population. Proportionate stratified random sampling technique was used for this study. The primary data collection tool used was administered questionnaires. A pilot test was conducted with a few respondents before the questionnaire was reviewed and then distributed to the selected sample. The data collected in this study was analyzed using descriptive statistics through SPSS for windows to provide simple summaries in form of tables, figures and explore relationships between responses to different questions.

The findings regarding the demographics characteristics indicate that men dominate the workforce while majority of the respondents’ decision to work with USIU was predicated on better pay and incentives. The indicators clearly showed that most of them are satisfied with their jobs at USIU.

The findings for the economic factors affecting employee job satisfaction indicate that on average employees agree that their salary is paid on time and makes them comfortable. Conversely, employees were in concurrence with the fact that their salary does not match the cost of living in the country.

Regarding the second research question on environmental factors, the findings indicated that on average employees agreed that they feel free to talk openly and honestly with their supervisors while at the same time they are friendly to people in their immediate group at USIU.
Finally on the third research question on the strategies that foster employee job satisfaction, the employees disagree with the statement “The existing reward and recognition programs are not competitive”. The employees on average agreed that promotions must be done on merit to foster employee job satisfaction at USIU and that employees should be involved in university-wide activities all the time.

Lastly, the value of R=squared indicated that 67.4% of employee job satisfaction is predicated on economic and environmental factors and that F-value = 72.404: the model is fit for the environmental data since it significantly predicts employee job satisfaction with Ho (p<0.05) hence there is a relationship. Whereas economic factors are not a statistically significant predictor for employee job satisfaction because of Ho (p>0.05) there is no relationship.

The conclusions made are that economic factors have no effect on employee job satisfaction and are therefore not determinants of employee job satisfaction at USIU. Moreover, employees are likely to be satisfied if environmental factors are in place and applied on merit and as per the best human resources practice.

The recommendations that were made are that institutions of higher education in Kenya should pay more attention to all the above mentioned environmental factors in order to remain relevant and competitive in the labor market while at the same time conforming to the human resource best practice.
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<thead>
<tr>
<th>Abbreviation</th>
<th>Full Form</th>
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<tr>
<td>CHE</td>
<td>Commission for Higher Education</td>
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<td>CUE</td>
<td>Commission for University Education</td>
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<td>EE</td>
<td>Employee Engagement</td>
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<td>EE</td>
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<td>Employee Involvement</td>
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<td>EJE</td>
<td>Employee Job Enrichment</td>
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<tr>
<td>EMOD</td>
<td>Executive Master of Science in Organizational Development</td>
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<tr>
<td>GEMBA</td>
<td>Global Executive Master of Business Administration</td>
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<td>HR</td>
<td>Human Resources</td>
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<td>HRM</td>
<td>Human Resources Management</td>
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<td>HRP</td>
<td>Human Resources Policies</td>
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<tr>
<td>ICT</td>
<td>Information Communication and Technology</td>
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<td>IMF</td>
<td>International Monetary Fund</td>
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<tr>
<td>IPA</td>
<td>Institutional Planning and Advancement</td>
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<tr>
<td>MBA</td>
<td>Master in Business Administration</td>
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<tr>
<td>OP</td>
<td>Organizational Performance</td>
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<tr>
<td>SPSS</td>
<td>Statistical Program for Social Scientist</td>
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<tr>
<td>USIU</td>
<td>United States International University</td>
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<tr>
<td>WASC</td>
<td>Western Association of Schools and Colleges</td>
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<td>WLB</td>
<td>Work Life Balance</td>
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CHAPTER ONE

1.0 INTRODUCTION

1.1 Background of the Study
The study of behaviour within organizational setting has highlighted critical variables that are supportive or detrimental to the performance of workforce. This notion holds true while focusing on quality of human resources as a major factor which contributes significantly to organizational success (Pohlma and Gardiner, 2000). Organizational commitment and employees’ job satisfaction are widely studied factors in management literature which are precursors of employees’ performance (Bodla and Naeem, 2008b). Faculty members generally feel a sense of calling and responsibility to their work. The impact of profession on work/non-work interactions, along with increased pressures of student affairs work, may be negatively influencing commitment to the profession. In this era of rapid change, knowledge capital must be retained in order for the organization to remain productive and responsive to the needs of its stakeholders (Bontis, 2001).

The study of employee job satisfaction can be traced to Herzberg (1959) who theorized that employees’ job satisfaction is a function of motivators which contribute to job satisfaction and hygiene which lead to job dissatisfaction (Malik, Nawab, Naeem and Danish, 2010). Job satisfaction represents the level of divergence between what a worker expects to receive and what he or she actually experiences in the workplace (McShane, 2004) in addition, job satisfaction is a collection of a worker’s feelings in relation to the nature and conditions of work. Workers might be satisfied with some parts of their jobs while simultaneously dissatisfied with others (McShane, 2004). For example, a worker might not enjoy the working conditions even though he or she enjoys other aspects of the job.

Locke and Lathan (1990) define job satisfaction as the pleasurable or positive emotional state resulting from the appraisal of one’s job or job experience. Further, according to Omodifar (2013), job satisfaction is generally recognized as the most important and frequently field
studied attitude in organizational behaviour. Luthans (1998) posited that job satisfaction takes three important dimensions which include an emotional response to a job situation and it cannot therefore be seen but can only be inferred and is often determined by how well one meets or exceeds expectations. For instance, if organization participants feel that they are working much harder than others in the department but are receiving fewer rewards they will probably have a negative attitude towards the work, the boss and or co-workers. Luthans (1998) adds that on the converse, if employees are treated equitably, they are likely to have a positive attitude towards their job. The third dimension according to Luthans (1998) is that job satisfaction represents several related attitudes which are most important characteristics of a job about which people have effective response. These to Luthans (1998) are the work itself, pay, promotion, opportunities, supervision and co-workers.

Lack of job satisfaction is a predictor of quitting a job (Alexandar, Lichtenstein and Hellman, 1998). Sometimes workers may quit from public to private and vice versa. At other times the movement is from one profession to another that is considered a greener pasture. This latter is common in countries grappling with dwindling economy and its concomitants such as poor conditions of service and late payment of salaries (Nwagwu, 1997). Job satisfaction significantly influences organization behaviour. Most studies have indicated that job satisfaction positively affects employee working performance and organizational commitment, and negatively influences employee turnover (Agarwal and Ferratt, 2001; Fraser, 2001).

For Lopez and Velho (1992) job satisfaction naturally depends on the economic, social and cultural conditions in a given country. Low wages and lack of status and social insecurity affect motivation of employees. As a result, it is difficult to talk about job satisfaction where there is no motivation according to Lopez and Velho (1992). Good remuneration has been found over the years to be one of the policies an organization can adopt to increase workers performance and thereby increase the organization’s productivity. Also, with the present global economic trend, most employers of labour have realized the fact that for their organizations to compete favourably, the performance of their employees goes a long way in determining the success of the organization. On the other hand, performance of employees in
any organization is vital, not only for the growth of the organization, but also for the growth of individual employees (Meyer & Peng, 2006). An organization must know who its outstanding workers are, those who need additional training and those not contributing to the efficiency and welfare of the company or organization. Also, performance on the job can be assessed at all levels of employment such as: personnel decision relating to promotion, job rotation, job enrichments (Aidis, 2005).

The work environment is made up of two components; job characteristics and work context. Job characteristics describe how aspects of an employee’s job or task responsibilities contribute to important psychological states, such as the meaningfulness of work that affect the employee’s spirit, growth, and development. Work context variables, on the other hand, pertain to characteristics of the organizational setting such as the organization’s reward systems, goals or degree of formalization in which the employee is expected to perform his or her duties. Together, job characteristics and the work context represent the factors external to the employee and, therefore, more easily influenced by the organization that help to shape employee job satisfaction (Durst and DeSantis, 1997).

Organizational commitment is determined by a number of factors, including personal factors like age, tenure in the organization, disposition, Internal or external control attributions; organizational factors like job design and the leadership style of one’s supervisor (Nortcraft and Neale, 1996). Satisfaction on a job might be motivated by the nature of the job, its pervasive social climate and extent to which workers peculiar needs are met, working conditions that are similar to local and international standards (Oshagbemi, 2000), and the extent to which they resemble work conditions of other professions in the locality. Other inclusions are the availability of power and status, pay satisfaction, promotion opportunities, and task clarity (Gomez-Hernandez, Max, Kosier, Paradiso and Robinson, 1997). Job satisfaction significantly influences organizational behavior. Most studies have indicated that job satisfaction positively affects employee turnover (Agarwal and Ferrat, 2001; Fraser 2001).

Faculty job satisfaction is a complex issue that is difficult to describe and predict. Included constructs are triggers described as changes in lifestyle like promotion and mediators such as
demographics, motivators, and conditions in the environment that influence other variables (Hagedon, 2000). Faculty members are satisfied when they are recognized for the work that they are doing, however, faculty expect reliable infrastructure and technology. But when faculty experience technology difficulties or do not have access to adequate technology and tools, their satisfaction is likely to decrease (Panda and Mishra, 2007).

Henry Ford, an American Industrialist pointed out the importance of human resources by stating that he did not mind losing his business, burn up his building, but let him keep the employees and he would restore the business right back to prosperity (Khan et al., 2011). Like other organizations, in educational institutions a balance is determined between the performance of the teachers and their commitment to the work. Reward and recognition are the two along with many other factors which can have an effect on the job satisfaction and motivation of employees. With regard to statistics, there is an important link between reward and recognition and that between motivation and satisfaction (Ali & Ahmed, 2009).

Ali and Ahmed (2009) confirmed the strong positive effects of rewards and recognition on job motivation and satisfaction. The same applied with the findings of Katou (2008) who stated that motivation and job performance of employees can be increased considerably if more attention is given on employee reward and their recognition. Satisfaction, motivation, knowledge, collaboration with partners and colleagues, dedications, holding and participation may be in the order of the most important aspects of human resource management results. Performance can be judged through a single yardstick and that is behavioral dimensions of an employee. There are no rules by which unusually good actions could be gauged, and it can be pleasant behavior, helping colleagues or punctuality (Flynn, 1998). By considering recognition, it can be said that it is an important factor affecting employee motivation since recognition is a public expression of appreciation given by a group to individuals who undertake desired behaviors (Fisher & Ackerman, 1998).

Higher education institutions in almost all African countries are largely unable to retain qualified faculty and research scholars. They also face a shortage of technical, administrative and management staff. The situation is crippling not only the higher education institutions but
also affects the other levels of education services, health care systems and overall economic activities (Armstrong, 2005). The most valuable asset available to an organization is its people, thus retaining staff in their jobs is essential for any organization. Indeed there is a paradigm shift from human resource to human capital which consists of the knowledge, skills and abilities of the people employed in an organization which is indicative of their value (Armstrong, 2009).

The way universities perform their mission and accomplish their vision and goals of effective service delivery is of paramount concern. Improving administrative capacity and especially, those aspects dealing with human resource offers the most challenge for improving the effectiveness of the Kenyan University System. Human Resource Management (HRM) enhances employee productivity and the ability of universities to achieve their mission (Barney, 2009).

Kenya has 23 public and 17 private universities in Kenya with authority to grant degrees (CUE, 2014). United States International University (USIU) is a private not for profit university located in the Kasarani area, off Thika Road in the suburb of Kenya’s capital city of Nairobi. It was founded in 1969 as the Africa campus of United States International University in San Diego, California. The university was first accredited in 1981 by the accrediting commission for senior colleges and universities of the Western Association of Schools and Colleges (WASC) as part of USIU-San Diego. However, the university was mandated to become chartered in Kenya with the gazettement of the Universities Act in 1985. Regulations and procedures for the accreditation of private universities were published in 1989, and in 1999 USIU were awarded its charter as an independent institution through the Commission for Higher Education (CHE) (www.usiu.ac.ke). USIU is an independent, not-for-profit institution serving approximately 5522 students, of whom 88% are domestic and 12% are international representing about 54 nationalities.

USIU’s program offerings are career oriented with five undergraduate majors in the Chandaria School of Business, three in the School of Humanities and Social Sciences and two in the new School of Science and Technology. In addition, the Chandaria School of Business
offers three masters level degrees: Master in Business Administration (MBA), Executive Master of Science in Organizational Development (EMOD), and the Global Executive Master of Business Administration (GEMBA). The School of Humanities and Social Sciences offers two Master of Arts degrees in Counseling Psychology and in International Relations. The School of Science & Technology recently started offering a Masters degree in Information Systems and Technology. The university has a staff complement of 645 employees; this number includes academic and non-academic staff.

1.2 Statement of the Problem

Job satisfaction is widely studied across many academic disciplines, including psychology, sociology, economics, and the management sciences (Jung et al., 2007). Research has shown that satisfied employees are more productive, deliver higher quality of work and improve a firm’s competitiveness and success (Garrido et al., 2005). Additionally, job satisfaction continues to play an important role, as the landscape of work across the world has been changing dramatically over the past 15-20 years in response to economic shifts, technological advances, and an increasingly global economy (Handel, 2005).

Universities are currently faced with daunting challenges. This observation holds true not only in Europe, but also in the other world regions. National and international competition in the university sector continues to grow, while demands from stakeholders are high. In an increasing number of countries, higher education policies are moving from historically state controlled systems toward systems embracing university autonomy, accountability and peer based quality assurance (Dee et al., 2000).

Due to these challenges, public universities have been faced with the challenging task of motivating their employees through provision of attractive working conditions and competitive remuneration. In addition, they have had to face the reality of their employees, whom they have invested heavily to train, seeking alternative, more competitive opportunities in the private sector or abroad (Mwiria and Ngethe, 2007). These unfavorable working conditions have jeopardized the loyalty of the academic and administrative employees
towards their universities as they increasingly engage in moonlighting activities in order to supplement their earnings (Kipkebut, 2010).

Kenya gained its independence from the British colonialists in 1963. By independence, it had one university college (University College of Nairobi), which was affiliated to the University of East Africa. It became a fully-fledged university in 1970 through an Act of Parliament and was charged with the responsibility of training graduates to Africanise the public and private sector which had earlier been occupied by colonial (Republic of Kenya, 2009). Kenya’s economic growth was strong in the first two decades after independence and weak or negative thereafter. From independence to 1970, the economy grew at an average real growth rate of 5 percent and between 1970 and 1980, it grew between 6.6 percent and 8 percent. The government was therefore able to meet the full cost of higher education through payment of the student’s tuition fee, accommodation, upkeep and meals. (Republic of Kenya, 2002).

However, from the early 1980s to the late 1990s, following the oil shock of 1970, poor fiscal policies, uncompetitive trade policies and high-level government corruption, economic growth declined sharply while external and internal debt increased. In order to restore financial stability, the Bretton Wood Institutions (The World bank and IMF) instituted several structural adjustment programmes (Swamy, 1994). The reform programmes were intended to reduce government expenditure in the public sector and to stimulate economic growth through restructuring and privatization of state corporations, removal of anti-export bias and public sector reform (Ng’eno, 1996).

This period of economic crisis saw the rapid quantitative growth of public universities and student enrolment. From one public university at independence, there are presently 17 universities and 23 private universities while the student population has increased from 571 to about 200,000 students at present (CUE, 2014).

This rapid expansion amid declining funds has seen the universities deteriorate in all dimensions, for instance, the physical facilities are run down, library facilities overcrowded with outdated books, students hall overcrowded, quality of research and teaching has
declined, student riots are on the rise and staff are disillusioned due to variety of factors including; inadequate and non-competitive salaries and dissatisfaction with non-monetary factors such as poor working conditions and heavy workload (Mutula, 2002; Tety, 2006).

Job satisfaction is generally recognized as a multifaceted construct that includes employee feelings about a variety of both intrinsic that is the job itself and opportunities for personal growth and accomplishment and extrinsic, which includes pay and benefits, company policies, supervision and support, co-workers, job security, chances for promotion (Misener et al, 1996). Human resource management is still not what it should be, and the human aspects relating to employee job satisfaction and quality of work life, which affects productivity, are neglected (Horwitz, Kamoche and Chew, 2002). The concept of job satisfaction is one of the most studied in industrial and organizational psychology and in the sociology of work and occupations (Mulinge, 2000). The results of the study presented in this paper will enable a better understanding of factors associated with job satisfaction of employees. Factors promoting job satisfaction can also be significant for attracting new employees to the organization. Therefore, it is anticipated that a better understanding of these issues can aid further research, pinpoint better strategies for recruitment, promotion and training of future managers and employees. The researcher is interested in understanding the factors that affect employees’ job satisfaction in institutions of higher learning in Kenya.

1.3 General Objective
The purpose of this study was to investigate the factors affecting employee job satisfaction in institutions of higher education in Kenya (A case study of USIU).

1.4 Research Questions
The study was guided by the following research questions:-
1.4.1 What economic factors contribute to employee job satisfaction in institutions of higher education in Kenya?
1.4.2 What environmental factors determine employee job satisfaction in institutions of higher education in Kenya?
1.4.3 Which strategies should be used to foster employee job satisfaction in institutions of higher education in Kenya?
1.5 Significance of the Study

1.5.1 USIU Management Council
The study will enable them to understand and appreciate the factors affecting employee job satisfaction in the institution and seek appropriate mechanisms to enhance the positive factors while addressing the shortcomings.

1.5.2 Education Stakeholders in Kenya
The study will also be of significance to policy makers and other players in the education sector in Kenya as they will be able to establish the factors affecting employee job satisfaction in Kenya, facilitate the establishment of human resource best practices in relation to issues relating to employee job satisfaction and undertake policy reforms in the higher education sector in order to deal with emerging issues in the area.

1.5.3 Future Researchers
The study will provide background information to research organizations and scholars who will want to carry out further research in this area.

1.6 Scope of the Study
This study was done at the United States International University (USIU) campus in Nairobi. The population for the study consisted of all employees. The field work was undertaken from March 2014 up to the end of May 2014.

1.7 Definition of Terms

1.7.1 Job Satisfaction (JS)
Job satisfaction is the degree of fit between the features of a job and workers’ expectations (Tutuncu and Kozak, 2007).

1.7.2 Subjective Well-being
This is how we think and feel about ourselves (Diener and Seligman, 2004).

1.7.3 Attitude
A learned evaluation of a particular person, behavior, belief or thing (Feldman, 2010).
1.7.4 Behaviour
Any activity of a person that can be observed or somehow measured (Powell, Symbaluk, and Honey, 2008)

1.7.5 Pay
It refers to the amount of financial remuneration that is received and the degree to which this is viewed as equitable vis-à-vis that of others in the organization (Luthans, 2005).

1.7.6 Staff Motivation
Motivation is the force within an individual that accounts for the level, direction, and persistence of effort expended at work and implies something within a person which prompts him into action. Motives are expressions of a person’s needs or wants and hence they are personal or internal (Antomioni, 1999).

1.7.7 Organizational Performance (OP)
An organization’s performance has to do with behaviour that reflects the extent of its ability to set goals and objectives and systematically plan for the future. It encompasses three specific areas of firm outcomes: financial performance; market performance; and shareholder return (Lin & Chen, 2007).

1.7.8 Reward Management
Reward management refers to the design, the implementation, the maintenance and the communication as well as evolution of reward processes, which help the organization to improve its performance and achieve its objectives. Reward here means compensation. Compensation can be classified as either financial or non-financial (Richard, Ryan & Deci, 2000).
1.7.9 Training
Training is a learning activity directed towards the acquisition of specific knowledge and skills for the purpose of an occupation or task. The focus of training is the job or task for example, the need to have efficiency and safety in the operation of particular machines or equipment, or the need for an effective sales force to mention but a few (Cole 2002).

1.7.10 Workplace Environment
The environment is man’s immediate surrounding which he manipulates for his existence. Wrongful manipulation introduces hazards that make the environments unsafe and impede the productivity rate of the worker. Therefore, the workplace entails an environment in which the worker performs his work while an effective workplace is an environment where results can be achieved as expected by management (Mike, 2010; Shikdar, 2002).

1.7.11 Employee Engagement (EE)
Employee engagement is defined as the cognitive, emotional and behavioral energy an employee directs towards positive organizational outcomes (Shuck and Wollard, 2010).

1.8 Chapter Summary
The chapter gives a synopsis of a background study on employee job satisfaction and the factors affecting employee job satisfaction in institutions of higher education in Kenya, with special emphasis on USIU. The purpose of the study, research questions and significance of this study to different stakeholders as well as the scope of the entire study has also been described.

Chapter two reviews existing literature based on the three specific objectives of the study. Chapter three describes the methodology used in the study while chapter four presents the results and findings of the study; and finally chapter five provides the summary, conclusions and recommendations from the findings of the study.
CHAPTER TWO

2.0 LITERATURE REVIEW

2.1 Introduction
The chapter reviews the work of previous researchers who have carried out similar research on factors that affect employee job satisfaction in institutions of higher education in Kenya. This mainly covers the literature in relation to the research questions as follows; what economic factors contribute to employee job satisfaction in institutions of higher education in Kenya?, What environmental factors determine employee job satisfaction in institutions of higher education in Kenya? And what strategies can be used to foster employee job satisfaction in institutions of higher education in Kenya?

2.2 Economic Factors’ contribution to Employee Job Satisfaction in Institutions of Higher Education in Kenya
Faculty satisfaction is positively influenced by the compensation and an equitable reward system for promotion (Simonson et al, 2009). Bernard in Stoner, et al. (1995) accords due recognition to the needs of workers saying that “the ultimate test of organizational success is its ability to create values sufficient to compensate for the burdens imposed upon resources contributed”. Bernard looks at workers, in an organized endeavor, putting in time and efforts for personal, economic, and non-economic satisfaction.

Economics now reigns unchallenged in the policy arena, as well as in media coverage of quality of life indicators (Argyle, 2001). According to Diener et al., (2004), money is a means to an end, and that end is well-being. But money is an inexact surrogate for well-being, and the more prosperous a society becomes, the more inexact a surrogate income becomes. In microeconomics, the study of economics at the level of individual areas of activity, the standard assumption is that, other things being equal, more choices mean a higher quality of life because people with choices can select courses of action that maximize their well-being (Kahneman, 2003). Because income correlates with a number of choices, greater income is equivalent to higher well-being. This formulation is standard in economics, where income is seen as the essence of well-being, and therefore measures of income are seen as the essence of
well-being and therefore measures of income are seen as sufficient indices to capture well-being (Schwartz, 2004).

At the time of Adam Smith, a concern with economic issues was understandably primary. Meeting simple human needs for food, shelter, and clothing was not assured, and satisfying these needs moved in lockstep with better economics. However, subsequent industrial developments made these goods and services so widely available that in the 21st century, many economically developed nations, such as the United States, Japan and Sweden, experience an abundance of goods and services (Easterbrook, 2003). Furthermore, although the industrial revolution led to an explosion of goods and services, it also included elements, such as rising aspirations, that to some degree canceled the benefits to well-being that come with economic growth (Easterlin, 1996).

The wealth of a nation as an economic factor affects job satisfaction with studies looking at the relation between average well-being and average per capita income across nations have found substantial correlations, ranging from about 50 to 70 percent (Diener et al., 2004). The correlations indicate that wealthy nations are happier and satisfied than less wealthy nations, although the correlations drop substantially when factors such as the quality of government are statistically controlled (Helliwell, 2003a).

Financial reward is one of the factors that produce job satisfaction as mentioned in need fulfillment model by Kreitner and Kinicki (2006). According to Grace and Khalsa (2003), pay and security were greater motivators and that salary packages are of great importance that creates job satisfaction factors. For Miller et al., (2001), the top most factors in producing job satisfaction include financial resources, hence compensation systems may affect faculty’s job satisfaction and thus influence intentions to quite as well retention rates. Studies conducted by Opkara (2004) and Samad (2007) concluded that if the workforce is satisfied with their job as well as the organizational environment including their colleagues, compensation, and leadership they will be more committed to their organization as compared to when they are not satisfied.
The use of performance pay schemes by employers has been shown to increase workers’ productivity, effort and earnings (Lazer, 2000; Paarsch and Shearer, 2000). Payment schemes are seen as more closely aligning the interests of workers and firms. The critical characteristic of linking effort and pay allows a more complete optimization by workers than is possible with time rates (Heywood and Wei, 2006). While this generates the maximum surplus for workers, workers paid time rates stop short of the optimal effort, failing to produce units that generate value added greater than effort. Thus, many studies confirm that those on piece rates increase effort and earn more than otherwise-equivalent workers on time rates (Oettinger, 2001).

Personnel managers must consider four major components of a salary structure. These are the job rate, which relates to the importance the organization attaches to each job; payment, which encourages workers or groups by rewarding them according to their performance; personal or special allowances, associated with factors such as scarcity of particular skills or certain categories of information professionals or with long service, and fringe benefits such as holidays with pay, pensions, and so on (Tella, Ayeni and Popoola, 2007).

### 2.2.1 Salary as a Factor in Job Satisfaction

Salary is an important factor contributing to employee job satisfaction for retention and for turnover since it acts as a major motivation for employees who want to stay committed to the organization in turn enhancing the attraction as well as the retention (Zobla, 1998). When an employee is paid well for the services offered to the employer, it shows the employee that their existence in the organization matters (Chiu et al., 2002). For Saeed et al., (2013), the importance of money in employee job satisfaction should not be underestimated since everybody needs money and all employees work so that they can earn money. The main purpose behind all of this is nothing but money. So, money and compensation play an important role in the job satisfaction of the employees. For them, the service quality, organizational performance and job satisfaction can all be increased if the employees are given good salaries, which are a great motivator as well as employee job satisfaction.
Pay is the first and very primary factor of satisfaction for almost every type of employee in public, private, small, medium and large organization and that fair pay system is linked with job satisfaction (Bajpai and Srivastava, 2004). A study conducted by Lambert et al. (2001) concluded that compensation significantly influences job satisfaction. These results are in alignment with the perception that employees usually take employment where financial and non-financial compensation are generally utilized to measure their importance or the employee value (Nawab and Bhatti, 2011).

Sliwka and Grund (2006) found that workers may suffer reduced satisfaction from the increased earnings risk associated with performance pay schemes that may not be fully built into compensating wage demands. Moreover, for them typically job satisfaction estimates hold constant earnings, which suggest that the direct negative effect of the earnings risk may be reflected in lower satisfaction and yet the role of sorting by risk can be critical (Brown, 2001). Sliwka and Grund (2006) concluded that, workers who have a greater tolerance for risk are significantly more likely to choose jobs receiving performance pay for the fact that performance pay is associated with greater earnings risk need not imply that the workers receiving performance pay are less satisfied with their earnings risk.

### 2.2.2 Inflation as an Economic Factor for Job Satisfaction

Economics start from the distinction between anticipated and unanticipated inflation when analyzing how inflation affects individuals (Lane, 2000). Adjustment is more costly when it’s higher variability in aggregate inflation and in relative prices caused by an increase in inflation. People then must invest a lot of effort to inform themselves from, the expected price rises. They may make many different errors, for instance underestimating the extent of future inflation, or how a particular prices changes in comparison with other price (Frey and Stutzer, 2001). DiTella et al., (2001) found that inflation is a negative predictor of the well-being of nations; low inflation also predicts employees’ job satisfaction.

### 2.2.3 Economic Policy Advice as a Factor in Job Satisfaction

According to Frey and Stutzer (2001), the insights gained about happiness are in many respects useful for economic policy undertaken by governments. An important part of anti-
poverty policy deals with the question of what “poverty’ is. Traditionally, the definition relies on disposable income. Happiness research allows the problem to be approached more fundamentally by considering reported satisfaction levels. Such complementary measurement also allows equivalence scales to be established, which indicate the increase in income necessary to compensate for a larger family, while maintaining the subjective well-being of the family (Schwarze, 2000).

An expansionary economic policy, designed to stimulate the economy and to thereby reduce the number of people unemployed, is likely to raise the inflation rate at least after some time has passed. Such a policy unequivocally serves to raise the well-being of the population if unemployment drops off considerably and if getting a job raises subjective happiness notably, while inflation rises only a little and the price increases do not have much effect on the feeling of happiness (Frey and Stutzer, 2010).

Welfare policy is faced with the question of how much economic destitution is responsible for persons feeling unhappy, to what extent can persons with low income be helped by financial support, more so if low income is due to unemployment. Frey and Stutzer (2001), research results suggest that not much is achieved by providing the person with a higher income, rather, the policy should be directed towards providing the person with appropriate employment and that tax policy must consider to what extent various income groups are affected. Is it possible to achieve social goals by redistributing income, or are the negative effects on subjective well-being prohibitive. It ha been argued that the fight for relative positions is socially wasteful, and that the high income recipients, as winners of these status races should be more heavily taxed. This proposal has been influenced by findings of happiness research, which suggest that people derive more satisfaction from their position in comparison to other income recipients than from the income level as such (Frank, 1999). If the redistributive tax policy is able to maintain income rankings, but reduces the absolute differences between income recipients, subjective well-being is little affected and presumably work incentives are not reduced (Frey and Stutzer, 2000).
2.3 Environmental Factors’ Contribution to Job satisfaction in Institutions of Higher Education in Kenya

Various studies in the past have tried to explain how the work environment in different areas plays an important role. The environment in which an employee is exposed plays an important role in the employee’s decisions of their staying with or leaving the organization (Hytter, 2008). Research conducted in the Pharmaceutical industry in Bangladesh also found that working environment played an important role in the employee’s job satisfaction (Kabir, 2011).

According to Saeed et al., (2013), working conditions have also proven to be a strong influence on the job satisfaction of employees. Moreover, the physical design too, to some extent affects the job satisfaction of employees and that work greatly depends on the relationship between employees and the environment; hence they consider a part of the working conditions that affect job satisfaction. For them, a healthy work environment and relations motivate the employee to do good, consequently increasing the level of their performance.

The work conditions found to be the most influential on the job satisfaction and turnover intentions of public employees were the intrinsic non-monetary characteristics of their work, such as good social relationships with co-workers and supervisors, promotion opportunities, professional development opportunities, and participatory management strategies (Kim, 2002, 2004). The work conditions found to be the most influential on the job satisfaction and turnover intentions of public employees were the intrinsic non-monetary characteristics of their work, such as good social relationships with coworkers and supervisors, promotion opportunities, professional development opportunities, and participatory management strategies (Borzaga & Tortia, 2006). Job satisfaction is antecedent to organizational commitment while some research suggests that job satisfaction is a determinant of organizational commitment (Yang and Chang, 2007). Organizational commitment and job satisfaction are reciprocally related with a number of studies finding that job satisfaction and organizational commitments are positively related (Schwepker, 2001).
2.3.1 Relationship with Supervisor

Employees want supervisors who have a bond with them and who trust them, understand them and show fairness and if the supervisor is abusive the worker is left with no choice but to be dissatisfied with their job (Hussami, 2008). According to Brown et al., (2008) supervisors play such an important role in jobs that it would not be wrong to say that employees leave their bosses, not their jobs. Often outside the formal process of evaluation, the supervisor gets a chance to discuss the progress of employees. According to Brown et al., (2008) supervisors play such an important role in jobs that it would not be wrong to say that employees leave their bosses, not their jobs. Often outside the formal process of evaluation, the supervisor gets a chance to discuss the progress of employees.

Understanding the characteristics of individuals’ orientations towards work and communication has many implications for predicting behavior in the organizational setting (McCroskey et al., 2004b). Recognizing and knowing what to anticipate from supervisors allows subordinates to better adapt and adjust their communication behaviors. Moreover, the communicative relationship between the supervisor and their subordinates has considerable potential to affect the satisfaction of both parties (McCroskey et al. 2005).

Smith and McCanger (2004) found that subordinates respond to various organizational indicators depending on their supervisor’s personality. Overall, high levels of supervisor agreeableness, emotional stability and extraversion related to subordinate satisfaction with a supervisor. On the other hand, supervisors who are perceived by their subordinates as cold, manipulative, and anti-social tend to bring out low satisfaction with their subordinates (Smith and McCanger, 2004). Positive views of supervisors and the administration, perceived supervisory support, and perceived quality of supervision have positive associations with job satisfaction of employees (Britton, 1997).
2.3.2 Relationship with Co-workers

The organization’s social environment can affect employee job satisfaction, especially coworker interaction (Ellickson and Logsdon, 2001). Research asserts that increase in feeling of belongingness and coordination among employees and open communication increases the degree of job satisfaction (Bajpai and Srivastava, 2004).

According to Kao (2008), coworkers’ relationship contained in an organization is a type of interpersonal relationship based on two concepts: the leader-member relationship and coworker’s interactions. Moreover, many studies reveal that relationship with co-workers is the fifth strongest determinant of job satisfaction. This finding reflects the importance that social relations in the workplace can have on employee job satisfaction (Saeed et al., 2013). This result is in line with the extant research in collectivists cultures where employees are reported to put a strong emphasis on cooperative and collegial work (Williams, 2004).

Humans are social creatures; they desire to have positive interaction with others. Because most employees spend such a large portion of their waking time at work, it is reasonable to hypothesize that the desire to have positive relationships with their coworkers should be a buffer to job satisfaction (Paoline et al., 2006). However, co-workers can also provide a hostile work environment, even harassing other employees. In addition, co-workers often competing for the same goals, such as promotion or detail assignments, can get on the nerves of other employees (Saeed et al., 2013).

On the subject of the relations between coworkers’ relationship and job satisfaction, Ducharme and Martin (2000) conducted a large-scale investigation on the problems relating to job satisfaction issues targeted on the employees of international service providers. The study found that the factor of work group interactions and coworkers support have significant positive correlation to job satisfaction. Thus workers’ satisfaction is closely related to the content of his or her job and the relationship with coworker (Hiroyuki et al., 2007).
2.3.3 Job Security

If employees are satisfied and content with the job security they will automatically be committed to and loyal to their organizations (Lane et al., 2010). An employee who is satisfied with his /her job security tends to perform better than the one who is not (Ruvio, 1996). When assessing the desirability of labour market reforms towards flexible labour market policies, the issue of job insecurity and its effects on job satisfaction are important to policy makers as low job satisfaction implies lower productivity (Wright et al., 2002).

A growing body of literature suggests that perceptions of job insecurity may have detrimental consequences for employee attitudes and job satisfaction (Mohr, 2000). Campbell et al., (2001) found that women working in the private sector are more insecure concerning the retention of their current job compared to their public sector counterparts, but these differences are not significant for men. Green et al., (2000) found that there is a relationship between job insecurity and job satisfaction. Moreover job security increases with the experience in the job and individuals whose job has lasted for more than three years reported a lower likelihood of losing their job while workers who report that they utilize their skills in performing the job tasks feel that their job is more secure in terms of retention compared to the remainder.

According to Sverke and Hellgren (2002), job insecurity has received growing recognition in connection with the rapidly changing organizational environment over the past two decades. In their struggle for survival, organizations are faced with the necessity of making their operations more effective with fewer resources. The unpredictable economic situation and the tougher competitive standards have resulted in downsizing, mergers, acquisitions, and other types of structural change, all of which tend to produce increased feelings of insecurity among the workers, not only pertaining to their jobs but also about the future in general. (Sverke, Hellgren and Naswall, 2002).

New working practices and rapid technological advances are changing the nature of many jobs and thus, work practices are becoming more automated and flexible, leaving employees with less and less control over their workload. Many organizations are reducing their
permanent workforce and converting to a culture of short term contracts or “out-sourcing”, increasing feelings of job insecurity. These trends have undoubtedly contributed considerably to the development of a “workaholic” culture throughout the UK and Europe, a climate which is impacting negatively on the levels of enjoyment and satisfaction employees gain from their work (Kenny et. al., 2000).

### 2.3.4 Human Resources Policies (HRP)

According to Paoline et al., (2006), policies are critical for any organization. Without clear policies that are fairly and equally applied across all shifts and areas, a correctional facility faces probable negative events. Policies provide support and guidance for correctional staff. Conversely, the lack of clear and consistent policies is an organizational danger for correctional workers, sometimes more threatening than the perceived or actual danger from inmates. The lack of guidelines for organizational performance undoubtedly places workers at odds with their superiors, who scrutinize and punish their work ex post facto. As such, clear and consistently enforced policies should help reduce job stress and increase job satisfaction among correctional employees.

There exists a good and positive relationship between fairness of work policies, insurance policies and working hours and job satisfaction (Noor, 2009). Through a course of action based on work-life principle, an organization can find itself in a better position to be able to cater to the demands of customers for better service accessibility and thus, the organization can also devise tactics to work in revolutionized ways that will end up satisfying both the employers and the employees (Champion-Hughes, 2011).

Shields and Ward (2001) examine the job satisfaction of nurses in the National Health Service (NHS): their findings were that the lack of promotion and training opportunities has a stronger impact on job satisfaction than do workload or pay. Brown and Sessions (2003) suggest that workers prefer employment environments seen as rewarding their productivity, and that such environments increase worker optimism about future employment. Such workplaces may create feelings of belonging, esteem and commitment. Goddard (2001) and Bauer (2004)
present evidence on the association between job satisfaction and high-performance workplaces.

Organizational policies affect job satisfaction, particularly those relating to the job evaluation, standards of performance, good communication systems and follow-up. Thus, the employees trust in the management policies is an important determinant of employee attitudes to job satisfaction (Koh and Neo, 2000).

2.3.5 Health
Studies shows a strong relationship between job satisfaction and both physical and psychological health. Psychological health appears to be more highly correlated with job satisfaction than physical health which includes conditions such as heart attacks and strokes (Shields and Wheatley, 2005).

Epidemiologists have long been aware that social and environmental factors can contribute to the incidence of many human diseases. Predictably, as the single activity occupying most people’s waking time is work, pressures, strains, and stresses within the workplace have been identified as being a potential important health factor (Faragher et al., 2005). Furthermore, there is growing evidence that current trends in employment conditions may be eroding levels of job satisfaction and directly damaging the physical and mental health of employees. There is growing evidence that current trends in employment conditions may be eroding levels of job satisfaction and directly damaging the physical and mental health of employees (Carlson et al., 2000). Research findings by Faragher et al., (2005) found that job satisfaction would be associated with improved health and thus job satisfaction level is an important factor influencing the health of workers.

2.4 Strategies that can be used to Foster Job Satisfaction in Institutions of Higher Education in Kenya
Job satisfaction is critical to high productivity, motivation and low employee turnovers (Chhabra, 2009). Employers face the challenges of maintaining productivity, profitability as well as keeping their workforce engaged and satisfied with their jobs and thus a Human
Resource Manager has to chart out the plans and providing ways to reduce dissatisfaction among employees as well as improving employee’s job satisfaction (Goel et al., 2012). Modern-day organizations are increasingly adopting strategic human resource management for attaining a suitable advantages and thus strategic human resource management is basically concerned with the integration of human resource management with the strategic management process of the firm (Armstrong, 2001).

2.4.1 Employee Reward and Recognition Programs

Danish et al., (2010) assert that reward and recognition programs serve as the most contingent factors in keeping employees self-esteem high and passionate. Tangible incentives are effective in increasing performance for tasks not done before, to encourage “thinking smarter” and to support both quality and quantity to achieve goals (Board, 2007). Incentives reward and recognitions are the prime factors that impact on employee motivation. As the employees engage in their working activities purposely for their own sake, then they will feel intrinsic motivation in their behaviours as their activities will essentially be enjoyable and satisfactory (Vansteenkiste, 2005).

Prosperity and survival of the organizations is determined through the human resources and how they are treated and that most organizations have gained immense progress by fully complying with their business strategy through a well-balanced reward and recognition programs for employees (Lawler, 2003). Employees are definitely closer to their organization as their job becomes the major satisfaction in their life after having a proper rewards and recognition scheme at their job (Ali and Ahmed, 2009).

Recognition is a process of giving an employee a certain status within an organization (Danish et al., 2010). Moreover, recognition describes how the work of an employee is evaluated and how much appreciation he receives in return from the organization (Denning, 2001). Milne (2007) asserts that while “recognition” is still an important management too, it is slightly different. Usually it is a non-financial award given to employees selectively, in appreciation of high level of behaviour or accomplishment that is not dependent on achievement a given target. For her, recognition can be as simple as giving someone feedback on what they have done right, or just saying ‘thank-you”. It is about
acknowledging effort, commitment and learning, even if the outcomes were not as planned and it is also about, most important, celebrating successes.

2.4.2 Promotion
Promotion means chances and opportunities of promotion. Numerous research findings have reported existence of a moderate positive relationship between promotion and job satisfaction (Gaertner, 2000). According to Katiyal et al., (2012), employees seek fair promotion policies and practices, and thus fair chances of promotion according to employee’s ability and skills make employees more loyal to their work and become a source of pertinent workability for the employer. Promotion provides opportunities for personal growth, more responsibilities and that individual are generally promoted on the basis of seniority which often experience job satisfaction but not as much as on the basis of performance. Instead they advocate for promotion based on performance evaluation, in-service training programs, education attained, workshops and seminars attended.

Robbins (2001) asserts that promotions create the opportunity for personal growth, increased level of responsibility and an increase on social standing. Similarly, the recognition which is a central point towards employee motivation adores an employee through appreciation and assigns a status at individual level in addition to being an employee of the organization.

2.4.3 Employee Engagement (EE)
Scholars have suggested that employee engagement as operationalized within human resources development which is seen as a three-dimensional construct consisting of cognitive, emotive, and physical properties (Rich, LePine, and Crawford, 2010). Other similarly focused research has explored how employee engagement is related to turnover intention, task performance, knowledge creation and organizational behavior (Shuck et al., 2011), as well as job climate, affective commitment, and proactive personality traits (Macey and Schneider, 2008). These lines of research have primarily sought evidence-based outcomes that point toward those variables shown to impact performance, hence each piece and stream of research mentioned presents a valuable perspective and contribution. Thus, for engagement to be
useful in practice, it must influence performance for the betterment of the organization (Shuck and Rose, 2013).

Organizations that develop high levels of engagement among their employees enjoy increased levels of performance that their competition simply does not (Macey and Schneider, 2008). According to (Shuck and Rose, 2013), engagement and performance are a secondary consequence to work that is interpreted as meaningful and purpose-driven and ultimately, work that stimulates the “engagement of condition.” The interest in employee engagement for human resource development however lies not solely at the outcome, but rather at the crossroads between the outcome and the individual’s experience of their work. As such, learning how to shape experiences of work that engage, that build passion, and that are interpreted as meaningful are gaining momentum in human resource development (Ghosh et al., 2013).

2.4.4 Energize Employees (EE)
According to Goel et al., (2012), there is more than enough research to show people are more motivated by recognition than money especially the young blood (generation) with lower experience as they are already very energetic and dynamic. Cultivating and motivating these young people through “recognition” will enhance their job satisfaction reducing attrition rate. Goel et al. (2012) provides the following ways of energizing employees which according to them is the power of recognition, increasing their roles and participation in the organization’s major activities, providing appropriate designations, involving them in the decision-making process, empathize with employees and providing succession and career planning opportunities. Lawler (2003) argued that there are two factors which determine how much a reward is attractive, first is the amount of reward which is given and the second is the weightage an individual gives to a certain reward.

Reward plays a vital role in determining the significant performance in a job and it is positively associated with the process of motivation (Danish et al., 2010). Deeprose (1994) posits a view that when employees experience success in mentally challenging occupations
which allow them to exercise their skills and abilities, they experience greater levels of job satisfaction.

### 2.4.5 Job Satisfaction through Job Enrichment

Goel et al., (2012) asserts that, one of the key factors in good job design is job enrichment, most notably promoted by psychologist Fredrick Hertzberg. He focused on the practice of enhancing individual jobs to make the responsibilities more rewarding and inspiring for the people who do them. Job enrichment expands the task set that someone performs. More stimulating and interesting work is provided that adds variety and challenge to an employee’s daily routine. This increases the depth of the job and allows people to have more control over their work. Job enrichment addresses these factors by enhancing the job’s core dimensions and increasing people’s sense of fulfillment (Harter et al., 2000).

### 2.4.6 Work-Life Balance (WLB)

This is an emerging issue all across organization as it is a very essential aspect for every employee, especially females to balance their personal and professional lives (Gordard, 2001). Research indicated that one of the important factors is tight, hectic and rigorous work schedules which adversely affect the employees’ satisfaction level, leading to high attrition rate in organizations. Facilities like flexible working hours and work from home may result in better work life balance thus enhancing the overall job satisfaction (Appelbaum et al., 2001).

A more fundamental approach would be for employers to look inside each of their working practices, and seek an improved design that builds in safeguards for the work-life balance. Work teams, for example, could themselves be charged with addressing work-life balance issues when setting output targets for their members (White et al., 2003). This admittedly untried suggestion contrasts with the prevalent approach, which is to embrace high-performance practices even if they have adverse consequences, while seeking separate means of damage limitation such as flexible hours. Furthermore, practices such as appraisal systems, team working and performance-related pay need to be reviewed in such a way as respect and value the diversity of life circumstances and work-life preferences among employees (Hogarth, et al., 2001).
2.4.7 Provide a Good Human Resources Development Climate

Employees are concerned with their work environment for both personal comfort and facilitating doing a good job (Katiyal et al., 2012). Aswathappa (2000), suggests that employees prefer physical surroundings which are not dangerous or uncomfortable; hence they prefer clean, modern facilities with adequate tools and equipment. If the working conditions are good the personnel will find it easier to carry out their jobs. Organization culture has assumed considerable importance nowadays because of its impact on employee performance and satisfaction (Aswathappa, 2000).

2.4.8 Provide a Good Salary Package

Williams et al. (2000) suggests that satisfaction with the compensation system is a more important input into employees’ judgment of the quality of their exchange relationships with their organizations than is satisfaction with compensation levels like pay level and benefits level satisfaction. Probably the most influential factor in job satisfaction is the remuneration one gets for his job: a reasonable pay which will compensate for many hitches, for example work overload, overtime or even a stressful job (Ayeni et al., 2007). Job satisfaction is directly related to remuneration packages and dissatisfaction mostly comes up when a worker feels that he or she is not being appropriately compensated for the work he is doing for the company.

Akintoye (2001) asserts that money remains the most significant motivational strategy. As far back as 1911, Fredrick Taylor and his scientific management associate described money as the most important factor in motivating the industrial workers to achieve greater productivity. Taylor advocated the establishment of incentive wage systems as a mean of stimulating workers to higher performance, commitment, and success. Katz, in Sinclair, et al. (2005) demonstrates the motivational power of money through the process of job choice, he further explains that money has the power to attract, retain, and motivate individuals towards higher performance.
Kabir et al. (2011), confirm that the earliest strategy is to use wage increases to link job satisfaction and motivation to organizational commitment. Since this covers only an aspect of human resource management, a holistic approach emerged that targets the development of a certain quality of employment life that covers fair wages, benefits, other employment conditions and career development to support the facilitation of motivation and job satisfaction directed towards organizational commitment.

2.5 Chapter Summary
This chapter reviewed the relevant literature in relation to employee job satisfaction from previous researches. It is evident that economic and environmental factors affect employee job satisfaction and that there exist strategies to foster employee job satisfaction at the workplace. The chapter has gone further to highlight information on three specific questions, economical factors, environmental and strategies to foster job satisfaction in institutions of higher education in Kenya. Chapter three describes the methods and procedures that were used to carry out the study.
CHAPTER THREE

3.0 RESEARCH METHODOLOGY

3.1 Introduction
This chapter covers the methodology and procedures that were used for collecting and analyzing data for the study. This chapter deals with the type of research design; the population and sampling design; data collection methods and data analysis methods. The chapter summary will provide an outline of the areas covered in this chapter.

3.2 Research Design
Lucey (2002) defined research design as a plan for selecting the sources and types of information used to answer research questions. The research design used for this study was descriptive in nature. Descriptive research design facilitates the understanding of the characteristics associated with a subject population (Cooper and Schindler, 2006). It involved the observation description of variables as distributed in the population with the basic goal being the collection of information about phenomena or variables within a population through the use of questionnaires. It has a wide, inclusive coverage and involves empirical research.

Descriptive research design requires some understanding of the nature of the problem which in this study is the factors affecting employee job satisfaction in institutions of higher education in Kenya. The objective of this type of design was to describe the state of the variables; estimate the proportion of the population that have similar or different characteristics; discovery of associations among different variables; discovery and measurement of cause and effect relationships among variables (Cooper and Schindler, 2006). The dependent variable of the study was job satisfaction while the independent variables were economic factors, demographical and environmental factors with regard to employee job satisfaction.
3.3 Population and Sampling Design

3.3.1 Population

Bryman and Bell (2007) defined a population as the universe of units from which a sample is to be selected. The population is the larger set of observations in which the smaller set is called the sample. A sample is the segment of the population that is selected for investigation or a subset of population (Bryman and Bell, 2007). The population for this study comprised of USIU employees in all the divisions. The total population was three hundred and fifty three (353) employees working at USIU.

Table 3.1: Population Distribution

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<tr>
<th>Divisions</th>
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<td>Academic Affairs</td>
<td>163</td>
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<td>Finance and Administration</td>
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<td>Institutional Planning &amp; Advancement</td>
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<td>Information Communication &amp; Technology</td>
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<td>Student Affairs</td>
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<td>Vice Chancellor’s Office</td>
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<td>Total</td>
<td>353</td>
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Source: USIU Human Resources department (2014)

3.3.2 Sampling Design

3.3.2.1 Sampling Frame

A sample frame is a list that constitutes the population. The basic idea of sampling was that by selecting some of the elements in the population, one can draw conclusions about the entire population. Therefore, a sample frame is a representation of the elements of the target population that consisted of all the elements of that population (Cooper and Schindler, 2006).
The sample frame of this research mainly included all employees that are working in USIU. This list was obtained from the Human Resources Department of USIU.

3.3.2.2 Sampling Technique
Sampling is a means of selecting some part of a group to represent the entire group or the population of interest. Sampling reduces the length of time needed to complete a research; it cuts costs, is manageable, increases accuracy and is almost a mirror of the sample population (Babbie, 2004). Stratified random sampling was used in this study. The employees were grouped based on their departments. They were then divided into management council, supervisory employees and general employees. Random selection was applied on each stratum. The choice of this sampling technique was based on the fact that the method has an advantage in that it assures that each population element is given a known non-zero chance of selection (Cooper and Schindler, 2008).

3.3.2.3 Sample Size
Thietart, et al (2001) defines a sample size as being the set of elements from which data is collected. The sample size helps the researcher to have adequate time as well as resources in piloting and designing the means of collecting data. Determining sample size is a very important issue because samples that are too large may waste time, resources and money, while samples that are too small may lead to inaccurate results. Mugenda and Mugenda (2003), advocate for a sample of 30% of the accessible population as being sufficient. The study therefore used a sample size of 106 respondents from a total population of 353 employees. The sample selected was due to the availability of some employees especially the teaching employees who were in class and out in the field.
Table 3.2: Sample Size Distribution

<table>
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<td><strong>Total</strong></td>
<td><strong>353</strong></td>
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Source: USIU Human Resources department (2014)

3.4 Data Collection Methods

Primary sources were used in this study to collect data. A closed questionnaire was used as the primary data source because this was a descriptive research study and closed questionnaires offer the following advantages while conducting the study; closed questions make it easy to process answers, they enhance the comparability of answers thus making it easier to show the relationship between variables and to make comparisons, and they are easy for respondents to complete (Bryman and Bell, 2007).

The questionnaire was divided into appropriate sections with the first section covering biodata of the respondents and the rest of the sections comprise of questions for each of the three research questions for the study.
3.5 Research Procedures
A pilot test was conducted to test the questionnaire for relevance to ensure that the questions were straightforward, understood by respondents and unambiguous. According to Cooper and Schindler (2006), a pilot test is conducted to detect any weaknesses in design and instrumentation and to proxy data for selection of a probability sample. This was also done for this study in which five questionnaires were handed out to five members of the population who were not part of the sample that had already been chosen for the study. The purpose of the pilot test was to enable the researcher check if the questions were phrased correctly and whether they were easy to understand.

After the pilot test, the questionnaire was amended appropriately with reference to shortcomings revealed by the pilot test and the final copy was made for dispatch to the respondents physically together with a cover letter detailing the purpose of the study and a guarantee of confidentiality attached.

3.6 Data Analysis Methods
According to Babbie (2004), quantitative analysis is the numerical representation and manipulation of observations for the purpose of describing and explaining the phenomena that those observations reflect. To facilitate analysis of the data, each variable in the questionnaire was assigned a numerical representation and the responses from each respondent were coded using a defined coding scheme to facilitate in data analysis.

The data collected for this study was analyzed using descriptive statistics, comparing means, and regression analysis to provide simple summaries in form of tables and figures which formed the basis of the basis of the quantitative analysis of the data collected for the study. The data collected was analyzed using SPSS for windows which is the most widely used computer software for the analysis of quantitative data. SPSS can electronically store questionnaire data; generate routine descriptive statistical data for question responses such as frequency counts of closed questions; create graphical presentations of questionnaire data for reporting and presentations; and explore relationships between responses to different questions.
3.7 Chapter Summary

This chapter covered the method of research design, the population and the sampling design, data collection methods, research procedures and data analysis methods. The research design adopted was descriptive indicating the dependent and independent variables. The population was 353 employees working for USIU. The sampling technique consisted of a sample frame drawn from the Human Resources department of the USIU. The sampling technique used was stratified random probability sampling. A sample size of 97 employees was chosen to represent the population of interest. Questionnaires were the tool used to collect primary data and a pilot test was done before the actual research was carried out. Data was analyzed using descriptive statics which together with tables and figures formed the basis of the quantitative analysis of the data for the study. The next chapter presents the results and findings of the study.
CHAPTER FOUR

4.0 RESULTS AND FINDINGS

4.1 Introduction

This chapter presents the results and findings of the study. The purpose of the study was to examine the factors affecting employee job satisfaction in institutions of higher education in Kenya with specific reference to USIU. Data was gathered in a quantitative form using questionnaires from 74 respondents out of the targeted sample of 106. The response rate was 70 percent, which was acceptable for this research. The findings of the study are presented in form of frequencies, mean, percentages and Pearson regression analysis.

The first part presented an analysis of the demographics such as gender, department, duration of work with USIU and general information regarding employee category, decision to work for USIU, understanding of USIU’s mission and vision statement and level of satisfaction. The second part explored the information designed to respond to the research question as outlined in the study followed by the factors and finally strategies for employee job satisfaction.

4.1.1 Demographic Characteristics

The study sought to find out the gender of the respondents that participated in the study. Table 4.1 provides a summary of the population based on the gender, department and duration of work with USIU that took part in the study.
Table 4.1: Demographics of the Respondents

<table>
<thead>
<tr>
<th>Variable</th>
<th>Frequency</th>
<th>Percent (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gender</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Male</td>
<td>46</td>
<td>62.2</td>
</tr>
<tr>
<td>Female</td>
<td>28</td>
<td>37.8</td>
</tr>
<tr>
<td>Department</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Finance &amp; Administration</td>
<td>14</td>
<td>18.9</td>
</tr>
<tr>
<td>Academic Affairs</td>
<td>20</td>
<td>27.0</td>
</tr>
<tr>
<td>Institutional Planning &amp; Advancement</td>
<td>4</td>
<td>5.4</td>
</tr>
<tr>
<td>Student Affairs</td>
<td>9</td>
<td>12.2</td>
</tr>
<tr>
<td>Information Communication &amp; Technology</td>
<td>2</td>
<td>2.7</td>
</tr>
<tr>
<td>Operations</td>
<td>21</td>
<td>28.4</td>
</tr>
<tr>
<td>Vice Chancellor’s Office</td>
<td>4</td>
<td>5.4</td>
</tr>
<tr>
<td>Duration of work with USIU</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Less than 5 years</td>
<td>33</td>
<td>44.6</td>
</tr>
<tr>
<td>6-10 years</td>
<td>20</td>
<td>27.0</td>
</tr>
<tr>
<td>11-15 years</td>
<td>20</td>
<td>27.0</td>
</tr>
<tr>
<td>16 years and above</td>
<td>1</td>
<td>1.4</td>
</tr>
</tbody>
</table>

Majority of the respondents were male (62.2%) and from Operations department (28.4%).

4.1.2 General Questions

The study also sought to know the employee category, decision to work for USIU, understanding of mission and vision statement and the level of satisfaction as follows;

Table 4.2: General Information of the Respondents

<table>
<thead>
<tr>
<th>Variable</th>
<th>Frequency</th>
<th>Percent (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employee category</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Teaching</td>
<td>9</td>
<td>12.2</td>
</tr>
<tr>
<td>Non-Teaching</td>
<td>64</td>
<td>86.5</td>
</tr>
<tr>
<td>Decision to work for USIU</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Better Pay</td>
<td>8</td>
<td>11.9</td>
</tr>
<tr>
<td>Change of work environment</td>
<td>17</td>
<td>25.4</td>
</tr>
<tr>
<td>Better benefits and Incentives</td>
<td>36</td>
<td>53.7</td>
</tr>
<tr>
<td>Other</td>
<td>6</td>
<td>9.0</td>
</tr>
<tr>
<td>Understanding of USIU Mission &amp; Vision</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Vision only</td>
<td>16</td>
<td>21.6</td>
</tr>
<tr>
<td>Mission only</td>
<td>4.0</td>
<td>4.0</td>
</tr>
<tr>
<td>Mission &amp; Vision</td>
<td>41</td>
<td>55.4</td>
</tr>
<tr>
<td>Somewhat</td>
<td>13</td>
<td>17.6</td>
</tr>
<tr>
<td>Level of satisfaction</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Very satisfied</td>
<td>4</td>
<td>5.4</td>
</tr>
<tr>
<td>Satisfied</td>
<td>34</td>
<td>45.9</td>
</tr>
<tr>
<td>Somewhat satisfied</td>
<td>27</td>
<td>36.5</td>
</tr>
<tr>
<td>Not satisfied</td>
<td>7</td>
<td>9.5</td>
</tr>
<tr>
<td>Somewhat dissatisfied</td>
<td>2</td>
<td>2.7</td>
</tr>
<tr>
<td>Dissatisfied</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>I don’t know</td>
<td>-</td>
<td>-</td>
</tr>
</tbody>
</table>
53.7% of respondents stated that the reasons they work for USIU are better benefits and incentives with 55.4% of the respondents understanding USIU’s mission and vision statement. 45.9% of the respondents are satisfied with their job at USIU.

4.2 Economic Factors
The economic factors were analyzed using mean and standard deviation and results presented below.

4.2.1 Salary and Employee Job satisfaction

Table 4.3: Descriptive Analysis of Salary and Employee Job Satisfaction

<table>
<thead>
<tr>
<th>ITEM</th>
<th>FREQUENCY (%)</th>
<th>MEAN</th>
<th>SD</th>
</tr>
</thead>
<tbody>
<tr>
<td>I understand my salary benefits plan.</td>
<td>6, 8, 12, 18, 24, 36, 48</td>
<td>3.76</td>
<td>1.21</td>
</tr>
<tr>
<td>I am satisfied with my current salary.</td>
<td>18, 22, 17, 15, 1, 1</td>
<td>2.49</td>
<td>1.185</td>
</tr>
<tr>
<td>My salary is competitive with similar jobs I might find elsewhere.</td>
<td>17, 25, 18, 8, 3, 3</td>
<td>2.51</td>
<td>1.295</td>
</tr>
<tr>
<td>I am paid fairly for the work I do.</td>
<td>13, 19, 22, 14, 3, 3</td>
<td>2.78</td>
<td>1.285</td>
</tr>
<tr>
<td>My salary does not match with the cost of living in the country.</td>
<td>6, 10, 14, 19, 24, 1</td>
<td>3.65</td>
<td>1.318</td>
</tr>
<tr>
<td>My salary is paid on time that makes me happy and comfortable.</td>
<td>4, 5, 28, 36, 1, 1</td>
<td>4.34</td>
<td>0.848</td>
</tr>
</tbody>
</table>

Scale; 1= Don’t know 2= Strongly Disagree 3=Disagree 4= Neutral 5=Agree 6= Strongly Agree

The highest mean was 4.34 which corresponds to “my salary is paid on time that makes me happy and comfortable”. The value corresponds to scale between 4 and 5 with meaning of neutral and agree.

The lowest mean was 2.49 corresponding to item “I am satisfied with my current salary”. 2 and 3 corresponds to scale between strongly disagree and disagree”.

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### 4.2.2 Inflation Effects on Employee Job satisfaction

#### Table 4.4: Descriptive Analysis on Inflation Effects on Employee Job Satisfaction

<table>
<thead>
<tr>
<th>ITEM</th>
<th>FREQUENCY (%)</th>
<th>MEAN</th>
<th>SD</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>Inflation systematically lowers employee well-being.</td>
<td>3</td>
<td>4.1</td>
<td>4</td>
</tr>
<tr>
<td></td>
<td>4</td>
<td>5.4</td>
<td>3.7</td>
</tr>
<tr>
<td>Inflation undermines the moral basis of society and thus makes people unsatisfied with their jobs.</td>
<td>5</td>
<td>6.8</td>
<td>6</td>
</tr>
<tr>
<td></td>
<td>6</td>
<td>8.1</td>
<td>14.9</td>
</tr>
<tr>
<td>High inflation rates affect my cost of living and thus lower my employee job satisfaction.</td>
<td>8</td>
<td>10.8</td>
<td>7</td>
</tr>
<tr>
<td></td>
<td>9.5</td>
<td>14.9</td>
<td>28.4</td>
</tr>
</tbody>
</table>

Scale; 1= Don’t know 2= Strongly Disagree 3=Disagree 4= Neutral 5=Agree 6= Strongly Agree

The highest mean was 4.24 which corresponds to “Inflation systematically lowers employee well-being”. The value corresponds to scale between 4 and 5 with meaning of neutral and agree.

The lowest mean was 3.72 which corresponds to “High inflation rates affect my cost of living and thus lower my employee job satisfaction”. The value corresponds to scale between 3 and 4 with meaning of disagree and neutral.
4.2.3 Economic Policy Advice and Employee Job Satisfaction

Table 4.5: Descriptive Analysis on Economic Policy Advice and Employee Job Satisfaction

<table>
<thead>
<tr>
<th>ITEM</th>
<th>FREQUENCY (%)</th>
<th>MEAN</th>
<th>SD</th>
</tr>
</thead>
<tbody>
<tr>
<td>In order to improve well-being, economic policy should be directed</td>
<td>1 1.4 4 5.4</td>
<td>4.16</td>
<td>1.007</td>
</tr>
<tr>
<td>towards providing appropriate employment.</td>
<td>11 14.9 27 36.5 28 37.8 3 4.1</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Increase in income is necessary to compensate for a larger family,</td>
<td>6 8.1 6 8.1</td>
<td>3.80</td>
<td>1.227</td>
</tr>
<tr>
<td>while maintaining the subjective well-being of the family.</td>
<td>10 13.5 27 36.5 25 33.8</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Tax policy must consider to what extent various income groups are</td>
<td>1 1.4 3 4.1</td>
<td>4.49</td>
<td>0.726</td>
</tr>
<tr>
<td>affected.</td>
<td>29 39.2 40 54.1 1 0.9</td>
<td></td>
<td></td>
</tr>
<tr>
<td>It is possible to achieve social goals by redistributing income.</td>
<td>2 2.7 3 4.1</td>
<td>4.15</td>
<td>1.043</td>
</tr>
<tr>
<td>The fight for relative positions is socially wasteful, and high</td>
<td>11 14.9 8 10.8 13 17.6 17 23.0 19 25.7 6 8.1</td>
<td>3.58</td>
<td>1.544</td>
</tr>
<tr>
<td>income recipients are winners of these status races and should</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>therefore be more heavily taxed.</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Scale; 1= Don’t know 2= Strongly Disagree 3=Disagree 4= Neutral 5=Agree 6= Strongly Agree

The highest mean was 4.49 which corresponds to “Tax policy must consider to what extent various income groups are affected”. The value corresponds to scale between 4 and 5 with meaning of neutral and agree.

The lowest mean was 3.58 which corresponds to “The fight for relative positions is socially wasteful and high income recipients are winners of these status races and should therefore be more heavily taxed”. The value corresponds to scale between 3 and 4 with meaning of disagree and neutral.

4.3 Environmental Factors

The study sought to know if environmental factors affect employee job satisfaction at USIU as the results for the factors shown below.
4.3.1 Relationship with Supervisor

Table 4.6: Descriptive Analysis of Relationship with Supervisor

<table>
<thead>
<tr>
<th>ITEM</th>
<th>FREQUENCY (%)</th>
<th>MEAN</th>
<th>SD</th>
</tr>
</thead>
<tbody>
<tr>
<td>My supervisor establishes work plans and work objectives with me.</td>
<td>5 6.8  8 10.8  37 50.0  18 24.3  1 0.9</td>
<td>3.82</td>
<td>1.127</td>
</tr>
<tr>
<td>My supervisor gives me clear instructions on how and what to do.</td>
<td>3 4.1  5 6.8  7 9.5  38 51.4  20 27.0  1 1.4</td>
<td>3.95</td>
<td>1.032</td>
</tr>
<tr>
<td>I feel free to talk openly and honestly with my supervisor.</td>
<td>2 2.7  4 5.4  6 8.1  36 48.6  26 -  4.08</td>
<td>0.947</td>
<td></td>
</tr>
<tr>
<td>My supervisor takes prompt and fair corrective action on employees who fail to perform their work satisfactorily.</td>
<td>5 6.8  11 14.9  14 18.9  31 41.9  11 14.9  2 2.7</td>
<td>3.51</td>
<td>1.196</td>
</tr>
<tr>
<td>My supervisor is always available and willing to give me advice whenever I need it</td>
<td>5 6.8  4 5.4  9 12.2  38 51.4  18 24.3  - -</td>
<td>3.81</td>
<td>1.081</td>
</tr>
<tr>
<td>My supervisor is effective in making decisions and is therefore doing a good job.</td>
<td>7 9.5  6 8.1  7 9.5  34 45.9  20 27.0  - -</td>
<td>3.73</td>
<td>1.220</td>
</tr>
<tr>
<td>My supervisor holds regular meetings with my work groups.</td>
<td>11 14.9  5 6.8  13 17.6  29 39.2  16 21.6  - -</td>
<td>3.46</td>
<td>1.316</td>
</tr>
<tr>
<td>Those meetings keep me informed, give me information and enable me to do a better job.</td>
<td>5 6.8  10 13.5  14 18.9  28 37.8  17 23.0  - -</td>
<td>3.57</td>
<td>1.183</td>
</tr>
</tbody>
</table>

Scale; 1 = Don’t know 2 = Strongly Disagree 3 = Disagree 4 = Neutral 5 = Agree 6 = Strongly Agree

The highest mean was 4.08 which corresponds to “I feel free to talk openly and honestly with my supervisor”. The value corresponds to scale between 4 and 5 with meaning of neutral and agree.

The lowest mean was 3.46 which corresponds to “My supervisor holds regular meetings with my work groups”. The value corresponds to scale between 3 and 4 with meaning of disagree and neutral.
4.3.2 Relationship with Co-Workers

Table 4.7: Descriptive Analysis of Relationship with Co-Workers

<table>
<thead>
<tr>
<th>ITEM</th>
<th>FREQUENCY (%)</th>
<th>MEAN</th>
<th>SD</th>
</tr>
</thead>
<tbody>
<tr>
<td>I am satisfied with how members of my work group solve problems.</td>
<td>4 (5.5) 3 (4.1) 10 (13.7) 38 (52.1) 17 (23.3) 1 (1.4)</td>
<td>3.88</td>
<td>1.040</td>
</tr>
<tr>
<td>I am friendly to people in my immediate group at USIU.</td>
<td>1 (1.4) 7 (9.6) 32 (43.8) 32 (43.8) 1 (9) -</td>
<td>4.34</td>
<td>0.731</td>
</tr>
<tr>
<td>Work is fairly distributed in my work group.</td>
<td>7 (9.6) 1 (1.4) 18 (24.7) 33 (45.2) 12 (16.4) 2 (2.7)</td>
<td>3.66</td>
<td>1.157</td>
</tr>
<tr>
<td>I feel free to talk openly and honestly with members of my work group.</td>
<td>3 (4.1) 6 (8.2) 6 (8.2) 35 (47.9) 22 (30.1) 1 (1.4)</td>
<td>3.96</td>
<td>1.073</td>
</tr>
</tbody>
</table>

Scale: 1= Don’t know 2= Strongly Disagree 3=Disagree 4= Neutral 5=Agree 6= Strongly Agree

The highest mean was 4.34 which corresponds to “I am friendly to people in my immediate group at USIU”. The value corresponds to scale between 4 and 5 with meaning of neutral and agree. The lowest mean was 3.66 which corresponds to “Work is fairly distributed in my work group”. The value corresponds to scale between 3 and 4 with meaning of disagree and neutral.

4.3.3 Job Security (JS)

Table 4.8: Descriptive Analysis of Job Security

<table>
<thead>
<tr>
<th>ITEM</th>
<th>FREQUENCY (%)</th>
<th>MEAN</th>
<th>SD</th>
</tr>
</thead>
<tbody>
<tr>
<td>Job security is a key determinant of my employees’ job satisfaction.</td>
<td>1 (1.4) 8 (11.0) 29 (39.7) 35 (47.9) - -</td>
<td>4.34</td>
<td>0.732</td>
</tr>
<tr>
<td>I am satisfied with the overall job security at USIU.</td>
<td>3 (4.1) 2 (2.7) 12 (16.4) 37 (50.7) 19 (26.0) -</td>
<td>3.92</td>
<td>0.952</td>
</tr>
<tr>
<td>I prefer permanent employment than contractual employment since the future is bright.</td>
<td>2 (2.7) 14 (19.2) 26 (35.6) 29 (39.7) 2 (2.7) -</td>
<td>4.18</td>
<td>0.962</td>
</tr>
<tr>
<td>I enjoy my work regardless of my terms of employment.</td>
<td>4 (5.5) 7 (9.6) 7 (9.6) 29 (39.7) 24 (32.9) -</td>
<td>3.93</td>
<td>1.194</td>
</tr>
<tr>
<td>Job security has no impact on employees’ job satisfaction.</td>
<td>34 (46.6) 13 (17.8) 7 (9.6) 8 (11.0) 8 (11.0) 3 (4.1)</td>
<td>2.34</td>
<td>1.601</td>
</tr>
<tr>
<td>Permanent or temporary employment, what matters is my take home salary at the end of the month.</td>
<td>18 (24.7) 15 (20.5) 13 (17.8) 10 (13.7) 2 (2.7) -</td>
<td>2.86</td>
<td>1.484</td>
</tr>
</tbody>
</table>
Scale; 1= Don’t know 2= Strongly Disagree 3=Disagree 4= Neutral 5=Agree 6= Strongly Agree

The highest mean was 4.34 which corresponds to “Job security is a key determinant of my employee job satisfaction”. The value corresponds to scale between 4 and 5 with meaning of neutral and agree.

The lowest mean was 2.34 which corresponds to “Job security has no impact on employee employee job satisfaction”. The value corresponds to scale between 2 and 3 with meaning of strongly disagree and disagree.

4.3.4 Human Resources Policies (HRP)

Table 4.9: Descriptive Analysis of Human Resources Policies

<table>
<thead>
<tr>
<th>ITEM</th>
<th>FREQUENCY (%)</th>
<th>MEAN</th>
<th>SD</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>USIU Human Resource policies are enforced consistently and across the board.</td>
<td>12</td>
<td>8</td>
<td>15</td>
</tr>
<tr>
<td></td>
<td>16.4</td>
<td>11.0</td>
<td>20.5</td>
</tr>
<tr>
<td>I am satisfied with the present performance appraisal at USIU.</td>
<td>9</td>
<td>11</td>
<td>21</td>
</tr>
<tr>
<td></td>
<td>12.3</td>
<td>15.1</td>
<td>28.8</td>
</tr>
<tr>
<td>USIU Human Resource policies are clear and objective.</td>
<td>5</td>
<td>6</td>
<td>15</td>
</tr>
<tr>
<td></td>
<td>6.8</td>
<td>8.2</td>
<td>20.5</td>
</tr>
<tr>
<td>Human Resource policies should be reviewed more often to ensure they are up to date with the best HR practice.</td>
<td>1</td>
<td>1</td>
<td>8</td>
</tr>
<tr>
<td></td>
<td>1.4</td>
<td>1.4</td>
<td>11.0</td>
</tr>
<tr>
<td>I am satisfied with the present working hours.</td>
<td>2</td>
<td>3</td>
<td>7</td>
</tr>
<tr>
<td></td>
<td>2.8</td>
<td>4.2</td>
<td>9.7</td>
</tr>
</tbody>
</table>

Scale; 1= Don’t know 2= Strongly Disagree 3=Disagree 4= Neutral 5=Agree 6= Strongly Agree

The highest mean was 4.33 which corresponds to “Human resources policies should be reviewed more often to ensure they are up to date with the best HR practices”. The value corresponds to scale between 3 and 4 with meaning of disagree and neutral.

The lowest mean was 3.19 which corresponds to “I am satisfied with the present performance appraisal at USIU”. The value corresponds to scale between 3 and 4 with meaning of disagree and neutral.
4.3.5 Health as a Factor of Employee Job Satisfaction

Table 4.10: Descriptive Analysis of Health as a Factor of Employee Job Satisfaction

<table>
<thead>
<tr>
<th>ITEM</th>
<th>FREQUENCY (%)</th>
<th>MEAN</th>
<th>SD</th>
</tr>
</thead>
<tbody>
<tr>
<td>I have a food preference and thus I eat a well-balanced diet all the time.</td>
<td>1: 3, 2: 4.1, 3: 15.1, 4: 23.3, 5: 37.0, 6: 19.2</td>
<td>3.41</td>
<td>1.09</td>
</tr>
<tr>
<td>I am satisfied with the employee welfare programs such as medical insurance and health care.</td>
<td>1: 1, 2: 4.1, 3: 5.5, 4: 17.8, 5: 43.2, 6: 28.8</td>
<td>4.01</td>
<td>0.96</td>
</tr>
<tr>
<td>I am satisfied with the USIU’s people health programs in which we receive health bulletins and newsletters on health topics.</td>
<td>1: 3, 2: 4.1, 3: 15.1, 4: 23.3, 5: 37.0, 6: 19.2</td>
<td>3.56</td>
<td>1.13</td>
</tr>
</tbody>
</table>

Scale; 1= Don’t know 2= Strongly Disagree 3=Disagree 4= Neutral 5=Agree 6= Strongly Agree

The highest mean was 4.01 which corresponds to “I am satisfied with the USIU’s people health programs in which we receive health bulletins and newsletters on health topics”. The value corresponds to scale between 4 and 5 with meaning of disagree and neutral.

The lowest mean was 3.41 which corresponds to “I have a food preference and thus I eat a well-balanced diet all the time”. The value corresponds to scale between 3 and 4 with meaning of disagree and neutral.

4.4 Strategies that foster employee job satisfaction.

Lastly, the study sought to know the strategies that foster employee job satisfaction in institutions of higher education with specific reference to United States International University (USIU) and the results were as follows:-
4.4.1 Reward and Recognition Programs

Table 4.11: Descriptive Analysis of Reward and Recognition Programs

<table>
<thead>
<tr>
<th>ITEM</th>
<th>FREQUENCY (%)</th>
<th>MEAN</th>
<th>SD</th>
</tr>
</thead>
<tbody>
<tr>
<td>I am happy with the recognition and reward I receive for my outstanding works and contributions.</td>
<td>10 13.7</td>
<td>2 17</td>
<td>3 22</td>
</tr>
<tr>
<td>I am satisfied with the reward and recognition programs currently existing in USIU.</td>
<td>10 13.7</td>
<td>2 14</td>
<td>3 26</td>
</tr>
<tr>
<td>The existing reward and recognition programs are not competitive.</td>
<td>4 5.5</td>
<td>2 7</td>
<td>3 25</td>
</tr>
</tbody>
</table>

Scale; 1= Don’t know 2= Strongly Disagree 3=Disagree 4= Neutral 5=Agree 6= Strongly Agree

The highest mean was 3.58 which corresponds to “The existing reward and recognition programs are not competitive”. The value corresponds to scale between 3 and 4 with meaning of disagree and neutral.

The lowest mean was 2.88 which corresponds to “I am happy with the recognition and reward I receive for my outstanding works and contributions”. The value corresponds to scale between 2 and 3 with meaning of strongly disagree and disagree.

4.4.2 Promotion

Table 4.12: Descriptive Analysis of Promotion

<table>
<thead>
<tr>
<th>ITEM</th>
<th>FREQUENCY (%)</th>
<th>MEAN</th>
<th>SD</th>
</tr>
</thead>
<tbody>
<tr>
<td>Job promotion contributes to employee job satisfaction and is the best way of satisfying employees at USIU.</td>
<td>8 11.0</td>
<td>2 6</td>
<td>3 12</td>
</tr>
<tr>
<td>Promotions must be done on merit to foster employee’s employee job satisfaction at USIU.</td>
<td>2 2.7</td>
<td>2 1</td>
<td>4 4</td>
</tr>
<tr>
<td>Promotions at USIU are given on merit and reflect individual performance and educational achievements.</td>
<td>15 20.5</td>
<td>7 7</td>
<td>9.6 9.6</td>
</tr>
<tr>
<td>I am aware of the promotion policy program at USIU.</td>
<td>12 16.7</td>
<td>6 6</td>
<td>8.3 8.3</td>
</tr>
</tbody>
</table>
Scale; 1= Don’t know 2= Strongly Disagree 3=Disagree 4= Neutral 5=Agree 6= Strongly Agree

The highest mean was 4.44 which corresponds to “Promotion contributes to employee job satisfaction and is the best way of satisfying employees USIU”. The value corresponds to scale between 4 and 5 with meaning of disagree and neutral.

The lowest mean was 3.12 which corresponds to “Promotions at USIU are given on merit and reflect individual performance and educational achievements”. The value corresponds to scale between 3 and 4 with meaning of disagree and neutral.

4.4.3 Employee Engagement (EE)

Table 4.13: Descriptive Analysis of Employee Engagement

<table>
<thead>
<tr>
<th>ITEM</th>
<th>FREQUENCY (%)</th>
<th>MEAN</th>
<th>SD</th>
</tr>
</thead>
<tbody>
<tr>
<td>I am satisfied with the given right to put forward my opinion at USIU</td>
<td>8 11.0 5 6.8 25 34.2 25 34.2 5 6.8 6.8 3.40 1.266</td>
<td></td>
<td></td>
</tr>
<tr>
<td>I contribute to decision making at USIU and I am therefore satisfied with the way things are done</td>
<td>7 9.6 14 19.2 24 32.9 20 27.4 3 4.1 5 6.8 3.18 1.273</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Employee engagement initiatives at USIU contribute to employee job satisfaction</td>
<td>5 6.8 5 6.8 23 31.5 23 31.5 11 15.1 6 8.2 3.66 1.261</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Employees should be involved in the university’s wide activities all the time</td>
<td>2 2.7 6 8.2 36 49.3 27 37.0 2 2.0 - - 4.26 0.866</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Scale; 1= Don’t know 2= Strongly Disagree 3=Disagree 4= Neutral 5=Agree 6= Strongly Agree

The highest mean was 4.26 which corresponds to “Employee engagement initiatives at USIU contribute to employee job satisfaction”. The value corresponds to scale between 4 and 5 with meaning of neutral and agree.

The lowest mean was 3.18 which corresponds to “I contribute to decision making at USIU and I am therefore satisfied with the way things are done”.

The value corresponds to scale between 3 and 4 with meaning of disagree and neutral.
### 4.4.4 Energizing Employees (EE)

**Table 4.14: Descriptive Analysis of Energizing Employees**

<table>
<thead>
<tr>
<th>ITEM</th>
<th>FREQUENCY (%)</th>
<th>MEAN</th>
<th>SD</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>1  2  3  4  5  6</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Increasing employee excitement and changing behavior by supporting their efforts at USIU can cost very little but foster their employee job satisfaction.</td>
<td>1  1.4  3  4.1  7  9.6  27  37.0  32  43.8  3  4.1</td>
<td>4.30</td>
<td>0.953</td>
</tr>
<tr>
<td>Employee at USIU should be energized more often to make their jobs interesting all the time.</td>
<td>1  1.4  4  5.5  35  47.9  30  41.1  3  4.1  -  -</td>
<td>4.41</td>
<td>0.723</td>
</tr>
<tr>
<td>Employee energized programs should be introduced in USIU to make employees more satisfied with their work.</td>
<td>4  5.5  3  4.1  31  42.5  32  43.8  3  4.1  -  -</td>
<td>4.37</td>
<td>0.858</td>
</tr>
</tbody>
</table>

Scale; 1= Don’t know 2= Strongly Disagree 3=Disagree 4= Neutral 5=Agree 6= Strongly Agree

The highest mean was 4.41 which corresponds to “Employee at USIU should be energized more often to make their jobs interesting all the time”. The value corresponds to scale between 4 and 5 with meaning of neutral and agree.

The lowest mean was 4.30 which corresponds to “Increasing employee excitement and changing behavior by supporting their efforts at USIU can cost very little but foster their job at satisfaction”. The value corresponds to scale between 4 and 5 with meaning of neutral and agree.

### 4.4.5 Employee Job Enrichment

**Table 4.15: Descriptive Analysis of Employee Job Enrichment**

<table>
<thead>
<tr>
<th>ITEM</th>
<th>FREQUENCY (%)</th>
<th>MEAN</th>
<th>SD</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>1  2  3  4  5  6</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Job reviews are done after every two years at USIU.</td>
<td>12 16.4 12 16.4 11 15.4 10 13.7 13 17.8 15 20.5</td>
<td>3.62</td>
<td>1.784</td>
</tr>
<tr>
<td>In order to ensure overall employee job satisfaction in USIU, employees are given additional job responsibilities.</td>
<td>7 9.6 18 24.7 15 20.5 12 16.4 7 9.6 14 19.2</td>
<td>3.49</td>
<td>1.643</td>
</tr>
</tbody>
</table>
Scale; 1= Don’t know 2= Strongly Disagree 3=Disagree 4= Neutral 5=Agree 6= Strongly Agree

The highest mean was 3.62 which corresponds to “Job reviews are done after every two years at USIU”. The value corresponds to scale between 3 and 4 with meaning of disagree and agree. The lowest mean was 4.49 which corresponds to “In order to ensure overall employee job satisfaction in USIU, employees are given additional job responsibilities”. The value corresponds to scale between 4 and 5 with meaning of neutral and agree.

4.4.6 Employee Work Life Balance

Table 4.16: Descriptive Analysis of Employee Work Life Balance

<table>
<thead>
<tr>
<th>ITEM</th>
<th>FREQUENCY (%)</th>
<th>MEAN</th>
<th>SD</th>
</tr>
</thead>
<tbody>
<tr>
<td>I always feel tired and depressed because of work at USIU.</td>
<td>15 20.5</td>
<td>2.59</td>
<td>1.177</td>
</tr>
<tr>
<td>Work-Life balance policy in USIU should be customized to individual needs.</td>
<td>4 5.5</td>
<td>3.51</td>
<td>1.120</td>
</tr>
<tr>
<td>Employees in USIU will be more effective and successful if they have good work-life balance.</td>
<td>1 1.4</td>
<td>4.29</td>
<td>0.736</td>
</tr>
<tr>
<td>I miss quality time with my family and friends because of pressure of work at USIU.</td>
<td>12 16.4</td>
<td>2.81</td>
<td>1.243</td>
</tr>
<tr>
<td>I am satisfied with the recreational activities provided by USIU.</td>
<td>4 5.5</td>
<td>3.49</td>
<td>1.082</td>
</tr>
<tr>
<td>I often think or worry about work when I am not actually at work or travelling to work.</td>
<td>13 17.8</td>
<td>2.95</td>
<td>1.290</td>
</tr>
</tbody>
</table>

Scale; 1= Don’t know 2= Strongly Disagree 3=Disagree 4= Neutral 5=Agree 6= Strongly Agree

The highest mean was 4.29 which corresponds to “Employees in USIU will be more effective and successful if they have good work-life balance”. The value corresponds to scale between 4 and 5 with meaning of neutral and agree.

The lowest mean was 4.49 which corresponds to “In order to ensure overall employee job satisfaction in USIU, employees are given additional job responsibilities”. The value corresponds to scale between 4 and 5 with meaning of neutral and agree.
4.4.7 Provision of Good Human Resources Development Environment

Table 4.17: Descriptive Analysis of Good Human Resources Development Environment

<table>
<thead>
<tr>
<th>ITEM</th>
<th>FREQUENCY (%)</th>
<th>MEAN</th>
<th>SD</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>Encouraging USIU’s employees to move past base of awareness to focus their energies on the core business will foster their satisfaction level.</td>
<td>2</td>
<td>2.7</td>
<td>2</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>USIU’s employees should be provided with training and development programs for career development.</td>
<td>2</td>
<td>2.7</td>
<td>3</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Human resources development should be part and parcel of the USIU’s policy programs.</td>
<td>1</td>
<td>1.4</td>
<td>4</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>USIU makes every effort to fill vacancies from within before recruiting from outside.</td>
<td>11</td>
<td>15.1</td>
<td>7</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>I am satisfied with opportunities for training here at USIU.</td>
<td>9</td>
<td>12.3</td>
<td>7</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Scale; 1= Don’t know 2= Strongly Disagree 3=Disagree 4= Neutral 5=Agree 6= Strongly Agree

The highest mean was 4.47 which corresponds to “Human resources development should be part and parcel of USIU’s policy programs”. The value corresponds to scale between 4 and 5 with meaning of neutral and agree. The lowest mean was 3.37 which corresponds to “I am satisfied with opportunities for training here at USIU”. The value corresponds to scale between 3 and 4 with meaning of disagree and neutral.

4.4.8 Provision of Good Salary Package

Table 4.18: Descriptive Analysis of Provision of Good Salary Package

<table>
<thead>
<tr>
<th>ITEM</th>
<th>FREQUENCY (%)</th>
<th>MEAN</th>
<th>SD</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>Increasing my salary package will make me happier.</td>
<td>2</td>
<td>2.7</td>
<td>3</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>USIU should provide a good salary package to employees to foster employee job satisfaction.</td>
<td>1</td>
<td>1.4</td>
<td>3</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Salary package offered at USIU should be adjusted more frequently to meet the ever changing cost of living.</td>
<td>3</td>
<td>4.1</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Scale: 1= Don’t know 2= Strongly Disagree 3=Disagree 4= Neutral 5=Agree 6= Strongly Agree

The highest mean was 4.47 which corresponds to “USIU should provide a good salary package to employees to foster employee job satisfaction and salary package offered at USIU should be adjusted more frequently to meet the ever changing cost of living”. The value corresponds to scale between 4 and 5 with meaning of neutral and agree. The lowest mean was 4.33 which correspond to “Increasing my salary package will make me happier”. The value corresponds to scale between 4 and 5 with meaning of neutral and agree.

4.4.9 REGRESSION ANALYSIS

The study determined the relationship between employee job satisfaction and factors such as economic and environmental factors.

H0: there is no relationship between employee job satisfaction and economic factors

H1: there is relationship between employee job satisfaction and economic factors

Simple Linear Regression on Factors Affecting Employee job satisfaction

Table 4.19: Regression Analysis Model of Economic Factors

<table>
<thead>
<tr>
<th>Variable</th>
<th>Coefficient</th>
<th>Std. Error</th>
<th>T</th>
<th>Sig (p-value)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Constant</td>
<td>2.458</td>
<td>0.358</td>
<td>6.869</td>
<td>0.000</td>
</tr>
<tr>
<td>Economic</td>
<td>0.340</td>
<td>0.095</td>
<td>0.389</td>
<td>0.001</td>
</tr>
</tbody>
</table>

R-squared=0.152, R-adjusted= 0.140, F-value=12.697, sign=0.001

The value of R-squared=0.152 (15.2%) of employee job satisfaction is of economic factors.

F-value=12.697 the model is a good fit for the data (i.e. economic factor significantly predicts employee job satisfaction) – reject Ho (p<0.05) – there is a relationship.

Regression Model will take the form $Y_1=B_0+B_1X_1+\epsilon_1$

Where:

$Y_1$ = Job Satisfaction

$B_0$ = Constant
$B_1$ = Coefficient

$X_1$ = Economic Factors

$\mathbf{E}_1$ = Error

The established simple linear regression model becomes:

\[ \text{Job satisfaction} = 2.458 + 0.340 \times \text{Economical Factors} \]

The model state that is positively affecting employee job satisfaction i.e. for every unit increase in economical factors employee job satisfaction increases by 0.34.

The factor (Economic) is a significant factor that is affecting employee job satisfaction ($p$-value < 0.05).

**Table 4.20: Regression Analysis Model of Environmental Factors**

<table>
<thead>
<tr>
<th>Variable</th>
<th>Coefficient</th>
<th>Std. Error</th>
<th>T</th>
<th>Sig (p-value)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Constant</td>
<td>0.480</td>
<td>0.276</td>
<td>1.738</td>
<td>0.087</td>
</tr>
<tr>
<td>Environmental</td>
<td>0.880</td>
<td>0.075</td>
<td>11.799</td>
<td>0.000</td>
</tr>
</tbody>
</table>

R-squared = 0.662, R-adjusted = 0.658, F-value = 139.220, sign = 0.000

The value of R-squared = 0.662 (66.2%) of employee job satisfaction is of environmental factors.

F-value = 139.220 the model is a good fit for the data (i.e. environmental factor significantly predicts employee job satisfaction) – rejects Ho ($p$<0.05) – there is a relationship.

Regression Model for Environmental factors will take the form of $Y_1 = B_0 + B_2 X_2 + E_1$

Where;

$Y_1$ = Job Satisfaction

$B_0$ = Constant

$B_1$ = Coefficient

$X_2$ = Environmental Factors
\[ \varepsilon_1 = \text{Error} \]

The established simple linear regression model becomes:

\[ \text{Job satisfaction} = 0.480 + 0.880 \times \text{Environmental Factors} \]

The model states that it is positively affecting employee job satisfaction i.e. for every unit increase in environmental factors, employee job satisfaction increases by 0.88.

Multiple Linear Regression on Factors Affecting Employee job satisfaction

**Table 4.21: Regression Analysis Model of Factors Affecting Employee Job Satisfaction**

<table>
<thead>
<tr>
<th>Variable</th>
<th>Coefficient</th>
<th>Std. Error</th>
<th>T</th>
<th>Sig (p-value)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Constant</td>
<td>0.267</td>
<td>0.304</td>
<td>0.876</td>
<td>0.384</td>
</tr>
<tr>
<td>Economic</td>
<td>0.102</td>
<td>0.064</td>
<td>1.597</td>
<td>0.115</td>
</tr>
<tr>
<td>Environmental</td>
<td>0.835</td>
<td>0.079</td>
<td>10.593</td>
<td>0.000</td>
</tr>
</tbody>
</table>

R-squared=0.674, R-adjusted=0.665, F-value=72.404, sign=0.000

The value of R-squared =0.674(67.4%) of employee job satisfaction is of economic and environmental factors.

F-value=72.404 the model is ONLY fit for the environmental data since it significantly predicts employee job satisfaction with Ho (p<0.05) hence there is a relationship. Whereas F-value=72.404 model is NOT fit for the data (i.e. economic factors is NOT statistically significant predictor for employee job satisfaction because Ho (p>0.05) and thus there is no relationship. Economic factor has no effect on employee job satisfaction.

Regression model for Factors affecting employee job satisfaction will take the form of

\[ Y_1 = B_0 + B_1 X_1 + B_2 X_2 + \varepsilon_1 \]

Where

\[ Y_1 = \text{Job Satisfaction} \]

\[ B_0 = \text{Constant} \]
The established simple linear regression model becomes:

\[ \text{Job satisfaction} = 0.267 + 0.102 + 0.835 \times \text{Economical Factors} \]
\[ \times \text{Environmental Factors} \]

The model states that environmental factors positively affect employee job satisfaction and thus for every unit increase in environmental factor employee job satisfaction increases by 0.835.

4.5 Chapter Summary
In this chapter, the researcher provided the findings with respect to the information given out by the respondents. The first section provided the study findings based on the economic factors that affect employee job satisfaction. This was followed by the findings on environmental factors that affect employee job satisfaction and the final findings were on the strategies that foster employee job satisfaction in institutions of higher education in Kenya with specific reference to United States International University (USIU). Chapter five provides the conclusion, summary as well as the discussions and the recommendations.
CHAPTER FIVE

5.0 DISCUSSION, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction
This chapter consists of four sections, namely; summary, discussion, conclusions and recommendations. The initial section provides a summary of the important elements of the study that includes purpose of the study, methodology, and the findings. The following subsequent section discusses the major findings of the study with regards to the research questions, while using the findings and results that are obtained in the fourth chapter. The last sub-section provides the recommendations.

5.2 Summary
The main purpose of the study was to investigate the factors affecting employee job satisfaction in institutions of higher education in Kenya with a specific reference to USIU. This study was guided by the following three questions: what economic factors affects employee job satisfaction at USIU? What environmental factors affect employee job satisfaction at USIU? And what strategies foster employee job satisfaction at USIU?

Descriptive research design was used to carry out the study where the total population was 106 employees. In order to determine the sample size, a probability sampling procedure was used to select the sample by first stratifying the population into respective directorates and then simple random sampling was applied to select sample from each strata. This study engaged the use of structured questionnaires that were pilot tested in order to ensure that the questions asked were relevant, data validity as well as reliability. Data analysis was done using Microsoft Excel in combination with SPSS to generate the descriptive statistics for instance the frequencies as well as the percentages. The results were then presented in form of tables, as well as figures.

The findings regarding the demographics characteristics indicate that males dominate the work force while majority of the respondents cited better pay and incentives as the key reasons for working for USIU. Most of them are satisfied with their jobs at USIU.
Findings for the economical factors affecting employee job satisfaction indicated that on average employees agree their salary is paid on time and makes them comfortable while at the same time they tend to agree that their salary does not match with the cost of living in the country. The employees also agreed that inflation systematically lowers employee well-being. It was also found out that the employees on average agreed that tax policy must consider to what extent various income groups are affected as far as economic policy advice is concerned.

Regarding the second research question on environmental factors, the findings indicated that on average employees agreed that they feel free to talk openly and honestly with their supervisors while at the same time they are friendly to people in their immediate group at USIU. Moreover, they also agree that average job security is a key determinant in their job satisfaction as well as the fact that human resources policies should be reviewed more often to ensure they are up to date with the best human resources practice. Lastly, the employees on average agree they were satisfied with employee welfare programs such as medical insurance and health care.

Finally on the third research question on the strategies that foster employee job satisfaction, the employees disagree with the statement “The existing reward and recognition programs are not competitive”. The employees on average agreed that promotions must be done on merit to foster employees’ job satisfaction at USIU and that employees should be involved in university wide activities all the time. The employees also agreed that employees at USIU should be energized more often to make their jobs interesting, but disagree that in order to ensure job satisfaction, employees should be given additional job responsibilities. The respondents agreed that employees in USIU will be more effective and successful if they have good work-life balance and that human resources development should be part and parcel of the USIU’s policy programs. Lastly, the employees agreed that USIU should provide a good salary package to employees to foster job satisfaction and that the university should ensure the salary package offered is adjusted more frequently to meet the ever changing cost of living.

Lastly, the value of R-squared indicated that 67.4% of employee job satisfaction is of economic and environmental factors and that F-value=72.404 the model is fit for the environmental data since it significantly predicts employee job satisfaction with Ho (p<0.05) hence there is a relationship. Whereas economical factors is not a statistically significant
predictor for employee job satisfaction because Ho (p>0.05) and thus there is no relationship. The model states that it is positively affecting employee job satisfaction and thus for every unit increase in environmental factors, employee job satisfaction increases by 0.835.

5.3 Discussion
This section interprets the results and the findings of the study in respect to the three research questions. The section also compared the literature review with the research findings.

5.3.1 Economic Factors Affecting Employee Job Satisfaction
The study found that employees are paid on time which makes them happy and comfortable, which is a very good indicator for a financially stable employer. When employees are paid on time, it means they are in a position to meet their obligations like paying rent, buying food and pay all their bills on time. The study conforms to Chiu et al.’s findings that when an employee is paid well on time for the services offered to the employer, it shows the employee that their existence in the organization matters.

DiTella et al., (2001) found that inflation is a negative predictor of well-being of nations and thus low inflation also predicts employee job satisfaction. The study reaffirms their findings by showing that employees agree that inflation systematically lowers employee well-being.

The study found that tax policy must consider to what extent various income groups are affected. Frey and Stutzer’s (2010) research results suggest that not much is achieved by providing the person with a higher income, rather, the policy should be directed towards providing the person with appropriate employment and that tax policy must consider to what extent various income groups are affected.

Finally the multiple linear regression on factors affecting employee job satisfaction indicated that with the value of R=squared =67.4% of employee job satisfaction is of economic and environmental factors. The F-value=72.404 model is not fit for the data, meaning economic factors is not a statistically significant predictor for employee job satisfaction because Ho (p>0.05) hence there is no relationship. This means economic factors have no effect on employee job satisfaction and was not suitable to determine employee job satisfaction thus it is dropped as one of the factors affecting employee job satisfaction.
5.3.2 Environmental Factors Affecting Employee Job Satisfaction

The study found out environmental factors contributes to employee job satisfaction and add value to the organization. As the study revealed, employees are likely to be satisfied with their jobs if they have a conducive working environment and therefore stay longer with the organization. Hytter (2008) reveals that the environment in which an employee is exposed plays an important role in the employee’s decisions of their staying with or leaving the organization. This is also in tandem with Kabir (2011) and Saeed et al., (2013) whose research indicated that working environment played an important role in the employee’s job satisfaction.

The study further found that employee’s good relationship with their supervisor is important in their job satisfaction since they feel free to talk openly and honestly with them and that makes them satisfied with their jobs. These reaffirm Hussami’s (2008) studies that employees want supervisors who have a bond with them and who trust them, understand them and show fairness and if the supervisor is abusive, the worker is left with no choice but to be dissatisfied with their jobs. Moreover, for McCroskey et al. (2005) the communicative relationship between the supervisor and their subordinates has considerable potential to affect the satisfaction of both parties.

The study also revealed that employees are friendly to people in their immediate group at USIU. This supports Ellickson and Logsdon (2001) that an organization’s social environment can affect employee job satisfaction, especially coworker interaction which according to Saeed et al., (2013) is very important on employee job satisfaction. The research findings further reaffirm Bajpai and Srivastava’s (2004) assertions that increase in feeling of belongingness and coordination among employees and open communication increases the degree of job satisfaction.

The findings of this study also showed that job security is a key determinant of their job satisfaction. Wright et al., (2002) points out that when assessing the desirability of labour market reforms towards flexible labour market policies, the issue of job insecurity and its effects on job satisfaction are important to policy makers as low job satisfaction implies lower productivity.
Champion-Hughes (2011) acknowledges that through a course of action based on work-life principle, an organization can find itself in a better position to be able to cater to the demands of customers for better service accessibility and thus, the organization can also devise tactics to work in revolutionized ways that will end up satisfying both the employers and the employees. This is in agreement with this study that revealed employees prefer human resource policies should be reviewed more often to ensure they are up to date with the best human resources practices.

Faragher et al., (2005) found that job satisfaction would be associated with improved health and thus job satisfaction level is an important factor influencing the health of workers. This study revealed that employees are satisfied with the employee welfare programs such as medical insurance and health care.

5.3.3 Strategies That Foster Employee Job Satisfaction

The study findings agree that employees acknowledge that the existing reward and recognition programs are not competitive. The study findings also indicate that employees would want promotions to be done on merit and reflect individual performance and educational achievements. Danish et al.,(2010) point out that reward and recognition programs serve as the most contingent factors in keeping employees’ self-esteem high and passionate. The same thought was concluded by Katiyal et al., (2012) that employees seek fair promotion policies and practices, and thus fair chances of promotion according to employee’s ability and skills make employees more loyal to their work and become a source of pertinent workability for the employer.

The employees also agree that employees should be involved in university-wide activities all the time. Organizations that develop high levels of engagement among their employees enjoy increased levels of performance that their competition simply does not (Macey and Schneider, 2013). Employees should also be energized more often to make their jobs interesting all the time. Moreover, job reviews should be done after every two years to enrich employees. This according to Harter et al.,(2008) increases the depth of the job and allows people to have more control over their work while at the same time addresses these factors by enhancing the job’s core dimensions and increasing people’s sense of fulfillment. Employee work-life balance is
an emerging issue across all organizations as it is a very essential aspect for every employee, especially females to balance their personal and professional lives (Gordard, 2001). The study confirms the same with employees agreeing that USIU employees will be more effective and successful if they have good work-life balance.

The study findings indicate that employees strongly agree that human resources development should be part and parcel of the USIU’s policy programs. A research study by Katiyal et al., (2012) affirms that employees are concerned with their work environment for personal reasons as well as facilitating in doing a good job and suggests that employees prefer physical surroundings which are not dangerous or uncomfortable; hence they prefer clean, modern facilities with adequate tools and equipment.

The findings from the study show that employees strongly agree that USIU should provide a good salary package to employees to foster job satisfaction and that the salary package offered at USIU should be adjusted more frequently to meet the ever changing cost of living. William et al.,(2008) echo the same by suggesting that satisfaction with the compensation system is more important input into employees’ judgment of the quality of their exchange relationships with their organizations than is satisfaction with compensation levels like pay level and benefits level satisfaction. This is in line with Akintoye’s (2000) research when he asserted that money remains the most significant motivational strategy for employee job satisfaction which is in line with Katz and Sinclair, et al.,(2005) who demonstrate the motivational power of money through the process of job choice. He further explains that money has the power to attract, retain, and motivate individuals towards higher performance.

Lastly, the multiple linear regression on factors affecting employee job satisfaction indicated F-value=72.404 the model is fit for the environmental data since it significantly predicts employee job satisfaction with Ho (p<0.05) hence there is a relationship. The model states that environmental factors is positively affecting employee job satisfaction and thus for every unit increase in environmental factor employee job satisfaction increases by 0.835.
5.4 Conclusion

5.4.1 Economical Factors Affecting Employee Job Satisfaction

The first research question was to investigate which economical factors affect employee job satisfaction in institutions of higher education in Kenya. Employees’ compensation level as an economical factor affects their satisfaction level in that most of them are concerned with what they are paid and what they are supposed to be paid in job market while inflation and economic policies also contribute to their satisfaction level. Despite all these, the value of Rsquared was 67.4% of employee job satisfaction is of economic and environmental factors whereas the F-value was 72.404. The model was not fit for the data, meaning economic factors is not statistically significant predictor for employee job satisfaction because Ho (p>0.05) hence there is no relationship. In conclusion, economic factors have no effect on employee job satisfaction and were not a suitable factor to determine employee job satisfaction.

5.4.2 Environmental Factors Affecting Employee Job Satisfaction

The second research question was to investigate which environmental factors affect employee job satisfaction in institutions of higher education in Kenya. Employees are more concerned with their working environment. Employees are likely to be satisfied with their jobs if they have a conducive working environment and therefore stay longer with the organization. This includes good relationship with their supervisor and a co-workers, job security, human resources policies and welfare programs to support their well being. Employers should put all these in check to ensure a highly motivated workforce that will be result oriented.

5.4.3 Strategies that Foster Employee Job Satisfaction

Finally the study looks into some of the strategies that foster employee job satisfaction in institutions of higher education in Kenya. Modern-day organizations are increasingly adopting strategic human resource management for attaining suitable advantages and satisfying employees. Promotion, reward and recognition programs opportunities for the best performers and career advancement are so far the best and widely used strategies by employers in satisfying their employees at the work place. This should be done on merit for it to be remain relevant, effective and efficient .moreover provision of good human resources development
environment which includes providing training opportunities for employees and salary reviews should be reviewed more often in line with the labor market and the ever changing cost of living for employees to afford a decent life style.

5.5 Recommendations

The following are the recommendations for improvement based on the three research questions and also recommendations for further studies.

5.5.1 Recommendations for Improvement

5.5.1.1 Economical Factors Affecting Employee Job Satisfaction

With regard to economical factors, although the study revealed that employees perceive economical factors to be important, salary reviews should be done more frequently through benchmarking with similar institutions in the industry with going market rate to ensure employees’ salaries remain competitive and reflect the job needs and skills of the employees.

5.5.1.2 Environmental Factors Affecting Employee Job Satisfaction

Regarding economical factors of employee job satisfaction, the study confirms that environmental factors affect employee job satisfaction given by multiple linear regression model which revealed that environmental factors is positively affecting employee job satisfaction and thus for every unit increase in environmental factor employee job satisfaction increases by 0.835. The study highly recommends that institutions of higher education in Kenya should pay more attention to all the above mentioned environmental factors in order to remain relevant and competitive in the labor market and service delivery while at the same time conform to the human resources best practice.

5.5.1.3 Strategies That Foster Employee Job Satisfaction

Regarding the strategies that foster employee job satisfaction, institutions of higher education should be more innovative, creative and proactive when dealing with employees by improving on their social welfare programs which include team building activities, offering training on the already available policies with an aim of empowering employees and employee engagement through frequent job reviews. Employers in this sector should also review their
reward and recognition program to suit the employees’ needs and place emphasis on the work-life balance initiatives like offering family leave to its employees to enable them have time with their families or family day out which should be included on the institution calendar to be observed at least once a year as a way of acknowledging the big roles of the families of its employees. Lastly, the training budget should be increased to meet the training needs of the employees as a way of nurturing talent while at the same time developing them.

5.5.2 Recommendations For Further Studies

This study was conducted at a single private institution. It is recommended that further studies be conducted in public institutions and consider other factors that might influence employee job satisfaction in institutions of higher education such as demographical and political factors affecting employee job satisfaction. This study focused on employees, it is also recommended that further studies be conducted focusing on how organization structure, culture and management styles may influence employee job satisfaction in institutions of higher education in Kenya.
REFERENCES


Okpara, (2004),"Job Satisfaction and Organizational Commitment: Are there differences between American and Nigerian Managers Employed in the US MNCs in Nigeria?”. Academy of Business & Administrative Sciences, Briarcliffe College, Switzerland.


Dear Sir/Madam,

RE: RESEARCH STUDY

I am pleased to inform you that I am a student at United States International University pursuing an Executive Masters Degree in Organizational Development (EMOD). As partial fulfillment for my degree, I am conducting a research on factors affecting employee job satisfaction in institutions of higher education in Kenya: a study of United States International University.

Please note that any information you give will be treated with confidentiality and at no instance will it be used for any other purpose other than for this project. Your assistance will be highly appreciated. I look forward to your prompt response.

Yours faithfully,

Helen Pauline Ambasa
APPENDIX II
QUESTIONNAIRE

Instructions:
The purpose of this study is to examine the factors affecting employee job satisfaction in institutions of higher education in Kenya with specific reference to USIU. Please answer all questions to the best of your ability. There is no right or wrong answer. What matters is your personal opinion. The survey should take approximately 15 minutes. Please rate the extent to which you agree with each statement below by placing a tick or circle around the numeric value corresponding to your personal opinion on one option for each statement. This study is strictly for academic research and confidentiality shall be observed.

SECTION 1: DEMOGRAPHICS (Please fill the following details)
1. My Gender is: 1. Male □ 2. Female □
2. Please indicate your department:
   5. ICT □ 6. Operations □ Vice Chancellors Office □
3. How long have you been working for USIU?
   Less than 5 years □ 6-10 years □ 11-15 years □ 16 Years and above □

SECTION 2: GENERAL QUESTIONS
1. Please indicate your employee category: Teaching Staff □ Non-Teaching Staff □
2. Which of the following best describes your decision to work for USIU?
   Better pay □ change of work environment □ Better benefits and incentives □
   Others □ (Please indicate…………………………………………………………………………………)
3. Do you understand USIU’s mission and vision statement?
   Mission Only □ Vision Only □ Mission & Vision □ Somewhat □
4. Considering all the aspects, what is your level of job satisfaction?
   Very satisfied □ Satisfied □ Somewhat satisfied □ Not satisfied □ Somewhat dissatisfied
   □ Dissatisfied □ I don’t know □
SECTION 3: ECONOMIC FACTORS

In the section below, indicate the extent to which you agree with each of the following statements by circling, ticking or underlining that which most closely matches your opinion. Use the rating where 1 =Do not know, 2 = strongly disagree, 3 = Disagree, 4 = Neutral, 5 = Agree, 6 = Strongly Agree.

<table>
<thead>
<tr>
<th>6. Economic Factors</th>
<th>Strongly disagree</th>
<th>Disagree</th>
<th>Neutral</th>
<th>Agree</th>
<th>Strongly agree</th>
<th>Do not know</th>
</tr>
</thead>
</table>

### 2.2.1 Salary and Job Satisfaction

- I understand my salary benefits plan
- I am satisfied with my current salary
- My salary is competitive with similar jobs I might find elsewhere.
- I am paid fairly for the work I do
- My salary does not match with cost of living in the country
- My salary is paid on time which makes me happy and comfortable

### 2.2.2 Inflation Effects on Job Satisfaction

- Inflation systematically lowers employee well-being
- Inflation undermines the moral basis of society and thus make people unsatisfied with their jobs.
- High inflation rate affects my cost of living and thus lowers my job satisfaction

### 2.2.3 Economic Policy advice and Job Satisfaction

- In order to improve well-being, policy should rather be directed toward providing appropriate employment.
- Increase in income is necessary to compensate for a larger family, while maintaining the subjective well-being of the family.
- Tax policy must consider to what extent various income
groups are affected.

It is possible to achieve social goals by redistributing income.

The fight for relative positions is socially wasteful, and that the high–income recipients, are winners of these status races and thus should be more heavily taxed.

**SECTION 4: ENVIRONMENTAL FACTORS** In the section below, indicate the extent to which you agree with each of the following statements by circling, ticking or underlining that most closely matches your opinion. Use the rating where 1 =Do not know, 2= strongly disagree, 3= Disagree, 4 = Neutral, 5= Agree, 6=Strongly Agree.

<table>
<thead>
<tr>
<th>8. Environmental Factors</th>
<th>Strongly disagree</th>
<th>Disagree</th>
<th>Neutral</th>
<th>Agree</th>
<th>Strongly Agree</th>
<th>Do not know</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>2.3.1 Relationship with Supervisor</strong></td>
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<tr>
<td>My supervisor establishes work plans and work objectives with me</td>
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<tr>
<td>My supervisor gives me clear instructions on how and what to do.</td>
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<tr>
<td>I feel free to talk openly and honestly to my manager.</td>
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<tr>
<td>My supervisor takes prompt and fair corrective action on employees who fail to perform their work satisfactorily.</td>
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<tr>
<td>My supervisor is always available and willing to give me advice whenever I need.</td>
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<td>My supervisor is effective in making decision and thus doing a good job</td>
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<tr>
<td>My supervisor holds regular meetings with my work groups.</td>
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</table>
Those meetings keep me informed, give me information and enable me to do better job

### 2.3.2 Relationship with co-workers

<table>
<thead>
<tr>
<th>Statement</th>
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<tbody>
<tr>
<td>I am satisfied with how members of my work group solve problems.</td>
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<tr>
<td>I am friendly to people in my immediate group at workplace</td>
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<td></td>
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<tr>
<td>Work is fairly distributed in my work group</td>
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<tr>
<td>I am satisfied with how members of my group solve problems</td>
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<tr>
<td>I feel free to talk openly and honestly with members of my work group.</td>
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### 2.3.3 Job Security

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<tbody>
<tr>
<td>Job security is a key determinant of my job satisfaction</td>
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<tr>
<td>I am satisfied with the overall job security at USIU</td>
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<tr>
<td>I prefer permanent employment than contractual employment since the future is bright</td>
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<tr>
<td>I enjoy my work regardless of my terms of employment</td>
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<tr>
<td>Job security has no impact on employee job satisfaction</td>
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<tr>
<td>Permanent or temporary employment, what matters is my take home salary at the end of the month</td>
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### 2.3.4 Human Resources Policies

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<th>Statement</th>
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<tbody>
<tr>
<td>USIU Human Resources policies are enforced consistently and across the board</td>
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<tr>
<td>I am satisfied with the present performance appraisal policy at USIU.</td>
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<tr>
<td>USIU Human Resources policies are clear and objective</td>
<td></td>
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<tr>
<td>Human resources policies should be reviewed more often to ensure they are up to date with the best HR practice.</td>
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</tbody>
</table>
I am satisfied with the present working hours.

### 2.3.5 Health as a factor in employee Job Satisfaction

<table>
<thead>
<tr>
<th>Statement</th>
<th>Strongly disagree</th>
<th>Disagree</th>
<th>Neutral</th>
<th>Agree</th>
<th>Strongly agree</th>
<th>Do not know</th>
</tr>
</thead>
<tbody>
<tr>
<td>I have a food preference and thus I eat a well-balanced diet all the time</td>
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<tr>
<td>I am satisfied with the employee welfare programs such as rewards, medical insurance and health care.</td>
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<tr>
<td>I am satisfied with the company’s people health programs in which we receive health bulletins and newsletter on health topic.</td>
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</table>

### SECTION: 3 STRATEGIES THAT FOSTER JOB SATISFACTION

In the section below, indicate the extent to which you agree with each of the following statements by circling, ticking or underlining that which most closely matches your opinion. Use the rating where 1 = Do not know, 2 = strongly disagree, 3 = Disagree, 4 = Neutral, 5 = Agree, 6 = Strongly Agree.

#### 2.4.1 Reward and recognition

<table>
<thead>
<tr>
<th>Statement</th>
<th>Strongly disagree</th>
<th>Disagree</th>
<th>Neutral</th>
<th>Agree</th>
<th>Strongly agree</th>
<th>Do not know</th>
</tr>
</thead>
<tbody>
<tr>
<td>I am happy with the recognition and reward for my outstanding works and contributions.</td>
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<tr>
<td>I am satisfied with the reward and recognition programs currently existing in USIU.</td>
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<tr>
<td>The existing reward and recognition programs are not competitive.</td>
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</table>

#### 2.4.2.1 Promotion

<table>
<thead>
<tr>
<th>Statement</th>
<th>Strongly disagree</th>
<th>Disagree</th>
<th>Neutral</th>
<th>Agree</th>
<th>Strongly agree</th>
<th>Do not know</th>
</tr>
</thead>
<tbody>
<tr>
<td>Job promotion contributes to employee job satisfaction and is the best way of satisfying employees at USIU.</td>
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<tr>
<td>Promotions must be done on merit to foster employees’ job satisfaction at USIU.</td>
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</tbody>
</table>
Promotions at USIU are given on merit and reflect individual performance and educational achievements.

I am aware of the promotion policy program at USIU.

### 2.4.3 Employee Engagement

I am satisfied with the given right to put forward my opinions at USIU.

I contribute to decision-making at USIU and I am therefore satisfied with the way things are done.

Employee engagement initiatives at USIU contribute to job satisfaction.

Employees should be involved in university’s wide activities all the time.

### 2.4.4 Energizing employees

Increasing employee excitement and changing behavior by supporting their efforts at USIU can cost very little but foster their job satisfaction at work place.

Employees at USIU should be energized more often to make their jobs interesting all the time.

Employee energized programs should be introduced in USIU to make employee more satisfied at work.

### 2.4.4 Employee Job Enrichment

Job reviews are done after every two years at USIU.

In order to ensure overall job satisfaction in USIU, employees are given additional job responsibilities.

### 2.4.5 Employee Work Life Balance

I always feel tired and depressed because of at USIU.

Work-life balance policy in USIU should be customized to individual needs.

Employees in USIU will be more effective and successful if they have good work–life balance.
<p>| |</p>
<table>
<thead>
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</thead>
<tbody>
<tr>
<td>I miss quality time with my family and friends because of pressure of work at USIU.</td>
</tr>
<tr>
<td>I am satisfied with the recreational activities provided by USIU.</td>
</tr>
<tr>
<td>I often think or worry about work when I am not actually at work or travelling to work.</td>
</tr>
</tbody>
</table>

**2.4.6 Provision of Good Human Resources Development Environment**

- Encouraging USIU’s employees to move past base of awareness to focus their energies on the core business will foster their satisfaction level.
- USIU’s employees should be provided with training and development programs for career development.
- Human resources development should be part and parcel of the USIU’s policy programs.
- USIU makes every efforts to fill vacancies from within before recruiting from outside.
- I am satisfied with opportunities for training here at USIU.

**2.4.7 Provision of Good Salary Package**

- Increasing my salary package will make me happier
- USIU should provide Good Salary package to their employees to foster job satisfaction.
- Salary package offered at USIU should be adjusted more frequently to meet the ever changing cost of living.

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**Thank you for your input**

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