

**EFFECT OF JOB EVALUATION ON EMPLOYEE JOB SATISFACTION: A  
COMPARATIVE ANALYSIS OF MALE AND FEMALE EMPLOYEES AT AIRTEL  
KENYA**

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## **DECLARATION**

This research proposal is my original work and has not been presented for the award of degree in any other university or institution for any other purpose.

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## **ABSTRACT**

The main aim of this study was to establish the effect of job evaluation on employee job satisfaction in Airtel Kenya. The objective of this study was investigate how job evaluation affect employee job satisfaction. This study adopted a descriptive research design and targeted employees of Airtel Kenya. A sample size of 125 respondents were selected for the study. Data was collected by use of a questionnaire that was administered to Airtel Kenya employees. The data was then analyzed by use of descriptive and inferential statistics. With regard to descriptive statistics, the results were interpreted and findings represented in tables and analyzed through percentages, mean scores, standard deviations and frequencies. On the other hand, results from inferential statistics were presented through regression and ANOVA models. The study found that job evaluation ensured that job classification is done according to functions, job evaluation ensured that staff are placed / deployed according to the requirements and skills. It also found that both male and female respondents feel satisfied when they accomplish their tasks, they like the competence of their supervisor in making decisions, they have good working relationship with their supervisor. The study concluded that job evaluation is an instrument in authoritative administration that has been used to enhance employees' job efficiency. Job evaluation ought to be done all the more oftentimes through benchmarking with comparable organizations in the business with going business sector rate to guarantee employees stay aggressive and reduce turnover of the employees.



## **CHAPTER ONE: INTRODUCTION**

### **1.1 Background of the Study**

Globally, employees in any given company possess different perspectives in regard to numerous facets of their jobs and their professions. In any case, from the viewpoint of research and practice the greatest focal point of employees is job satisfaction. Job performance is affected in cases where employees feel disappointed with the way their jobs are being evaluated (Thompson and Phua, 2012). As such, establishments have come to comprehend that job evaluation has turned out to be precisely vital in lieu of job satisfaction and the rest of the human resource management (Olubusayo, 2014).

Saruni (2015) suggests that job evaluation is a vital tool in managerial process that has been implemented to enhance employee's job satisfaction. According to Lingard (2013), it is utilized as a decisional method to decide concerns unfolding with advancement, relocation, allotment of duties, pay increments and cuts. Cole (2002) also states that job evaluation provides employees a depiction of their present position, company acknowledgment terms and thus can be used for development and improvement. He further posits that there is need for job evaluation to be objective if profitability ought to be acquired. The purpose of convergence of evaluation is to decide particular accomplishments available in workplaces and where job evaluation is objective, it helps to enhance profitability of the association (Thompson and Phua, 2012).

In South Africa, Meyer (2007) posit that most employees who lack job satisfaction usually perform poorly; are unlikely to accomplish the objectives of an institution; are likely to be absent from work; are likely to engage in strikes and go slows, and; are likely to change employment frequently. As such, the execution and accomplishment of authoritative objectives is affected. The side effects of these issues result in low efficiency, high non-attendance, work distress, mechanical activity and high work turnover. Olubusayo (2014) states that observational proof reliably shows that Job attributes, for example, pay satisfaction, open doors for advancement, undertaking lucidity and associations with colleagues lead to job satisfaction of employees. Ellickson and Logsdon (2012) support this by indicating that work satisfaction among employees was altogether affected by view of worker fulfillment as far as pay, limited time openings,

associations with administrators, workers' execution administration frameworks and incidental advantages.

Traditionally, monetary rewards like evocations and gift certificates have commonly been used to motivate workers in most Kenyan firms. Schneider and Vaught (2013) posit that both male and female employees put more accentuation on components, for example, accomplishment, development, the work itself and acknowledgment and extraneous variables, for example, administration strategies and standards, job security, pay, supervision and working conditions to be vital. However, lump-sum bonuses (DeVane and Sandy, 2013) and performance rewards or achievement rewards (Wilson and Hongping, 2010) have increasingly become integral to management strategies for employees, retention and motivation.

Consequently, satisfaction among workers originates from a worker's perception about how adequately they are rewarded. It is also a result of a worker's evaluation of their unique needs, value systems, and employment expectations which they hold dear to them (Saane, 2012). In the absence of job satisfaction, employees are always in constant look for opportunities elsewhere resulting in loss of hours of work for the employer and low productivity (Roelen, Koopmans and Groothoff, 2008).

Kusku (2009) argues that when employees have a more positive attitude towards their work and employer, they easily accept and work towards the organizational goals of their employer. Moreover, Roelen et al. (2008) found out that building a favourable and positive perception of employees towards their organization ensures that employees are more committed to their employer. They conclude that employee' commitment to the employer ensures that they become high achievers at the work place. It is clear that past reviews have focused in evaluating ways and means for job evaluation with little focus on its impact on employee job satisfaction (Wilson and Hongping, 2010).

In Airtel Kenya, most of the employees are young and have high expectations of their job and emphasize more on work itself and thus tend to express lower job satisfaction. On the other hand, women employees at Airtel Kenya think more about the work itself while men probably honor the other perspectives which include wages. This study therefore attempted to establish the effect

of job evaluation on employee job satisfaction by carrying out a comparative analysis of male and female employees at Airtel Kenya.

### **1.1.1 Job Evaluation**

Job evaluation is basically a framework that formally compares jobs and connects them to pay (Armstrong, 2011). The principle advantage of job evaluation ought to be a vital and long haul reward to both the organization and its workers, yet more appropriately to the benefits of well-placed employees in terms of skills and qualifications. The normal practice in many organizations has been that at any rate some type of evaluation particularly through appraisal which is completed after some point of reference period for instance, a 5 year or 3 year strategic plan period in which an organization wishes to have a reasonable change in method of operations to realize long-term improvements (Wilson and Hongping, 2010).

Job evaluation endeavors to rate Jobs in an organization keeping in mind the end goal to have some type of positioning with the end goal that Job A can be contrasted with Job B so as to put financial incentive to each job. This empowers the human asset expert to have a pecking order of the different jobs held prompting work gatherings to base the pay assigned to each gathering (Cole, 2002). This means each job is doled out an incentive after a watchful job evaluation practice accordingly empowering the right and fair-minded arrangement of compensation on each of the classified Jobs. To accomplish this, the Job evaluation forms must consider the different requests of that particular Job as far as the exertion required and the capacities expected to do that Job effectively. Job evaluation exercise ought to have the capacity to turn out with the depiction of obligations, connections of specialists, abilities required for each Job and Job related correlations that contribute towards accomplishing the organization complaints (Levine and Ash, 2014).

As much as job evaluation exercise may achieve better job results, there is dependably the threat of stress realized by the suggestions that such an activity may convey to the organization including obligation mergers prompting work misfortunes (Wilson and Hongping, 2010). Regardless of the technique of assessment embraced, workers must be allowed to know the results, the interpretations and usage of the evaluation with the goal that they can have a sensible

appreciation of their execution and how they stay fulfilled in their associations (Thompson and Phua, 2012).

### **1.1.2 Employee Job Satisfaction**

Thompson and Phua (2012) refer to job satisfaction as a constructive adoring state that comes about as a result of evaluation of one's job or job familiarity. Employee job satisfaction has been a driving force on which management can boast about their organization's production. Employees could be satisfied but fail to have job satisfaction in cases where they have the remuneration but their jobs are not satisfying (Cole, 2002). Determining employee job satisfaction requires adequate knowledge on the turnover of the organization which could be both appropriate turnover and unwanted turnover. Appropriate turnover could be for example normal attrition of retirements and deaths as well as employees seeking new challenges on the same or various fields of specialization (Dessler, 2008).

Thompson and Phua (2012) argue that while dissecting job satisfaction the rationale that a fulfilled worker is a cheerful worker and an upbeat worker is an effective employee. Generally, gender has been found as one of the significant issues as to employee job satisfaction (Ahmed, 2015). Job satisfaction among male and female employees tend to vary from one individual to another due to issues such as value at work, and benefits given by their job. As per Thompson and Phua (2012), female employees are less satisfied with their advancement, and thus are more prone to dissatisfaction related to remuneration and progression with respect to work.

Job satisfaction leads to advancement of impacts on diverse portions of a company's life (Cole, 2002). The impact of job satisfaction on employees can be seen in improved efficiency and devotion. Research shows that there is solid connection between satisfaction and productivity (Dessler, 2008). Moreover, job satisfaction is viewed as a compact indicator of universal individual wellbeing and also a decent indicator of expectations or choices of employees to leave their job (Ahmed, 2015). Employee satisfaction hence assumes an extensive part in improving productivity of a firm and enhancing operational execution of companies. As indicated by Cole (2002), it is not doubtful that employee satisfaction is basic to achieve quality and gainfulness in companies. Employee satisfaction impacts quality at an organization, to accomplish quality and

gainfulness at an organization, worker fulfillment is major and without it, organization cannot be consider being effective (Dessler, 2008).

### **1.1.3 Gender Differences**

Gender has a solid effect on job satisfaction of the employees of the organization. Most societal conduct demonstrates that men have high ground on their families and in addition in organization they have the prevalent power. Most social orders abuses the ladies substance and they have no power even they can't talk uproariously within the sight of their men (Pinar et al., 2011). Female employees for the most part confront numerous issues in the organization when contrasted with male employees due to a few difficulties and boundaries which incorporate swearing off marriage, parenthood, and separation. Females who are profoundly qualified, can't achieve managerial rank in the organization (Li and Leung, 2011).

Female employees cannot work for extended periods of time in the organization and cannot move from one position then onto the next. In the organizations female workers get less open doors for advancement that is essential to satisfy the desires of females' employees (McCuddy et al., 2010). Therefore, a lady's need for advance into a senior level administration position turns out to be more troublesome as a result of the overwhelming old-style part suppositions (Schaap et al., 2008). Indeed, even in America, uneven low number of exceptionally taught females accomplish official glory in the business (Li and Leung, 2011).

In numerous business areas around the globe, and in various plans, these hindrance and tests demoralize female employees from proceeding with their expert professions in the neighborliness business because of a paranoid fear of intercession with their hidden and societal lives. The organization thus, gives less events to headway that are palatable to meet the possibilities of females (McCuddy et al., 2010).

### **1.1.4 Airtel Kenya**

Airtel Networks Kenya Limited is part of the larger Bharti conglomerate which began its telecom administrations business by introducing mobile amenities in Delhi (India) in 1995. The Bharti group comprises of companies like Bharti Infratel Ltd, Bharti AXA Life Insurance Company, Telecom Seychelles Ltd, Comviva Technologies Ltd, Centum Learning Ltd

amongst others. In Kenya, Airtel Networks Kenya Limited was launched in 2000 as Kencell, rebranded as Celtel then rebranded to Zain in 2008 and finally Airtel in 2010.

Its current name was adopted after Bharti Airtel bought out the Africa mobile operations of Kuwaiti telecommunications firm Zain. The organization deals with rapid broadband, fixed line, turnkey telecom solutions, portable voice and data services for ventures and national to carriers with market share of 22.6%. It acquired yuMobile subscribers in November 2014. It is the first telecommunications operator in Kenya to host mobile virtual network operators (MVNOs) in the country.

The core products offered by Airtel are voice and SMS. In addition to that, Airtel offers other value added services including; Airtel Money, One Network, catalog enquires, International meandering, 24-hour client care centre, Internet access, blackberry gadgets, SMS data administrations, local and universal text messaging, versatile top up and Me2U amenities.

In Airtel Kenya, continued replacement of top officers at the organization has not resulted into profitable returns for the organization over the last decade. This has led to the need to have changes that could reflect positively in the balance sheet of Airtel Kenya prompting the organization to conduct job evaluation exercise. Airtel Kenya grapples with the problem of very large numbers of employees with the dilemma of either retaining the high numbers at low salary levels or reducing the numbers at a very costly compensation package. Both ways increase the employee dissatisfaction and hence the need to have a careful consideration before embarking on any such strategic human resource management exercise. Airtel Kenya therefore stands to gain by fully investing in job evaluation exercises that fully involve all staff in order to retain a job satisfaction level that would keep all employees motivated.

Employee job satisfaction at Airtel Kenya may be affected by the level at which the company conducts its employee evaluation processes. Airtel Kenya conducted a job evaluation exercise in 2014 which led to restructuring of the organization (Airtel Kenya, 2014). Some jobs were merged resulting to employees losing their jobs. It was found that the company was overstaffed because of lack of clear job description, skills and qualification to perform their work effectively. This may have made employees dissatisfied with the decisions made feeling insecure of their jobs at the company. There is a clear need to explore further how job evaluation exercise affected

employee job satisfaction since there are complaints from employees of unfair distribution of pay and bias in award of promotions.

## **1.2 Research Problem**

Job evaluations are meant to figure out what positions and Job obligations are comparable for tenacities of pay, exchanges, assignments and allocated work among others (Kithuku, 2012). There is however a problem when employees perceive the workplace as unfair, inequitable, and that the employer does not give equal opportunities for employees. Employees view job evaluation exercise for deciding pay. According to Kobia and Mohammed (2013), this has left organizations with employees that are not sure about their future after such an exercise is concluded. Similarly, employers are left with no defensible pay structure when a job evaluation does not clearly indicate grading of the staff, and this has effect on employee job satisfaction (Lingard, 2013).

In Airtel Kenya, job evaluation has resulted in employees having greater job satisfaction and consequently lower staff turnover. In addition, the organization uses diverse engagement building instruments with a specific end goal to connect with workers to their occupations or association and furthermore increment the level of representatives' activity fulfillment (Sakovska, 2012). Furthermore, most employees in Airtel Kenya tend to maintain close friendships which has been found to enhance both job satisfaction and career success among employees.

Several studies have been undertaken in the world focusing on effect of job evaluation on employee job satisfaction. Levine and Ash (2014) carried out a study on various methods of job analysis and the impact they had on employee satisfaction. The scholars concluded that job evaluation if carried out properly would identify areas of motivation to help in productive human resource management as well as give guidance to areas of improvement in enabling an environment of satisfied employees. It can however be said that the western context in which such a study was carried out is not similar Kenya's organization and employee set-up. Regionally, job evaluation and its impact on employee job satisfaction has been on the increase as indicated in the studies by Asensio-Cuesta et al (2012) in their survey across Portuguese speaking African nations involving 24 corporations that led to a conclusion that

without proper job evaluations, many employees would not even understand why they were not satisfied with their repetitive duties.

Locally, Opiyo (2010) carried out a research on the effect of a balanced score card on job satisfaction amongst employees at Cooperative Bank of Kenya concluding that the analysis was favourable with most employees but time consuming in terms of procedural implementation. Similarly, Kipkebut (2010) in studies on firm obligation and job satisfaction in institutions of universities in Kenya has observed that employees from private institutions showed more satisfaction than those from the public ones and that human resource managers need to establish through job evaluations work-related practices that motivate employees. Thus, the effect of job evaluation on employee job satisfaction has not been explored widely, hence this study sought to examine the effect of job evaluation on employee job satisfaction at Airtel Kenya. This study addressed the following question: What is the effect of job evaluation on employee job satisfaction in Airtel Kenya?

### **1.3 Research Objective**

To establish the effect of job evaluation on employee job satisfaction in Airtel Kenya. A comparative analysis of male and female employees at Airtel Kenya.

### **1.4 Value of the Study**

The review was useful to the administration of Airtel Kenya in understanding the encounters and accomplishments of the job evaluation and how it influences employee job satisfaction. This contributed to improvement in employees' job evaluation process.

The findings of this research are expected to form the basis of policy formulation on job evaluation and job satisfaction at Airtel Kenya to help the organisation achieve her corporate goals through the employees.

Furthermore, the information obtained from the study was a rich source of critique and enhancement to the knowledge base of studies on job evaluation and employee job satisfaction. It was thus contributing to Locke's Equity Theory and Herzberg's Two Factor Theory both as an acknowledgement of the theories' application and its core concepts.



## **CHAPTER TWO: LITERATURE REVIEW**

### **2.1 Introduction**

This chapter provides theoretical framework that underline the study. It also gives information on the benefits of job evaluation, a summary of information from previous work done on the study and finally conceptual framework.

### **2.2 Theoretical Framework**

The theories that support study including Equity Theory, Herzberg's Two Factor Theory and Need for Achievement Theory are provided in this section.

#### **2.2.1 Equity Theory**

Equity Theory was made by Adams in 1963. As showed by Adams (1965), the focus of the hypothesis is on the trade relationship where people give something and expect something hence. What the individual gives is called inputs. On the reverse side of the trade, is the thing that the individual gets, called comes to fruition. Further, Greenberg (1999) demonstrates that Equity theory concentrate on two sides: the information and the outcome. A specialist differentiates his or her business' information sources and an outcomes extent. In case the delegate sees difference, he or she he act to overhaul the awkwardness. The agent may cut down proficiency or reduce the idea of their occupation. Commonly uneven characters can incite an extension in truancy and even renouncement of an association. Equity Theory oversees human manners of thinking and it should have wide applications in understanding various leveled direct (Miner, 1980).

Equity Theory has gotten more thought recently from human resource specialists especially as for the fairness of results (Miner, 1980). Esteem, or more effectively, lopsidedness is an important stress of industry, work, and government. The sensibility of exchange among delegates and manager is not regularly observed by the laborers as basically as a budgetary issue, a part of relative value is incorporated. Equity Theory could be related with any social condition in which a trade happens. Right when two individuals trade something, there is a validity that one or both felt that the trade was one-sided. This is the condition every now and then when an individual trades his associations for pay (Adams, 1963).

In Equity Theory, motivation is impacted by the individual perspective of being managed sensibly interestingly with others. Value is characterized as equity, disparity bad form. Disparity exists for a person when he or she sees an awkwardness in the proportion between results (remunerate for work) and sources of info (endeavors at work) as different laborers yields and livelihoods (Miner, 1980). This theory was subsequently huge in clarifying the varying degrees of job satisfaction or employment disappointment.

### **2.2.2 Two Factor Theory**

The investigation conducted by Herzberg made sense of what people truly require from their Jobs. They expected to depict work conditions in which they could sit back and relax or awful in their Jobs (Robbins, 2003). The criticism got was then arranged into positive or negative reactions. The qualities identified with Job satisfaction and Job disappointment were distinguished. The properties identified with business fulfillment included development, insistence, the work itself, accomplishment, change and commitments (Baron and Greenberg, 2003).

According to Herzberg, these attributes were identified as Motivators. The qualities related to disillusionment which included working conditions, supervision, social associations, association methodology and association were suggested as Hygiene constituents (Robbins, 2003). Nonetheless, Herzberg theory was applied in this study due to the fact it provides substantial information to employee job satisfaction notion that aims at evaluating a job in a way that takes chance to get natural fulfillment from work and accordingly, enhance work/life quality. This constantly has a part to play in limiting blunder at work and workplace stress.

### **2.2.3 Expectancy Theory**

Expectancy theory as proposed by Vroom (1964) has been extended by Lawler and Porter (1967: 1983) to state that satisfaction is as a result of good performance. In simple terms, the scholars are suggesting that the connection between individuals' conduct at work and their objectives was most certainly not simplistic as described by most social scientists. It also means that the theory can explain very many diverse human motivational actions. However, the assumption that an available reward can increase an employee satisfaction is not always true citing an example of a

promotion with a salary that also means increased working hours might in fact lead to dissatisfaction as opposed to satisfaction. Expectancy theory in summarized form would therefore imply that motivation is at the back of every good performance since people expect good returns they put in good effort (Time, 2013).

The reasoning behind Vroom's theory is that every employee or worker aims to maximize pleasure and minimize pain. This means that management must discover what exactly an employee wants in terms of money, benefits, rewards and promotions. In order to discover, the position of employees on all the fronts, value must be attached to each of the needs or expectations of an employee. This therefore calls for a job evaluation of some kind to find out some basis for justifying what to give to the employees. It is also expected that the employees would only get what they want if on their part, management supplies or provides adequate training as well as assurance that the training would lead to a positive change in both working environment and hygienic factors like salary or wages (Asensio-Cuesta et al, 2012).

However, it has been observed that the perception of employee's matters a lot since any hint by the employees that their effort is not easily rewarded would lead to some form of dissatisfaction. This could happen if after an evaluation exercise to determine the job structures of the organization, employees are not rewarded with their expected promotions and pay rises. Management needs to guarantee that employees are satisfied with measures that have taken place in improving the working conditions. The so-called Vroom formula derives from these three; valance, expectancy and instrumentality as explained above. Job satisfaction can thus be predicted from this formula and the likelihood that one can stay in a job can also be dependent upon expectancy theory (Beardwel et al, 2012).

### **2.3 Job Evaluation Factors**

Since evaluation is directed by people, job evaluation is a typical territory where human inclinations can show up in full drive. This is on the grounds that people are liable to accidental mistakes. Blunders are presented by man in a view to show the nature of lucidity in gauges, extreme tolerance or strictness, the radiance impact, likeness mistake and focal propensity (Kusku, 2009).

According to Abiodun (2009), there exist several evaluation factors which include accountability, job knowledge and supervision given. In regard to accountability, the greatness of the effect is measured against the accomplishment of the whole organization's targets, not the destinations of the work unit or division. It considers the idea of duties made, reversibility or effect of choices or activities in case of mistake, and the accessibility of direction and heading. The components assessed are effect of activities and direction gotten (Kobia and Mohammed, 2013).

Job knowledge is utilized to gauge the training and experience required to embrace the obligations and duties of the occupation (Abiodun, 2009). It is planned to speak to information that is procured through free examination, formal training, proficient/specialized courses and the pragmatic experience picked up on other related occupations in this or different associations. The employment information factor is the essential passageway capability required for the occupation. The elements evaluated are education and experience (Saane, 2012).

Another factor is the work environment which is utilized to quantify work conditions that are viewed as unsavory or disagreeable and the recurrence of introduction to such conditions (Saane, 2012). It considers extreme travel and nonattendance from home, offensive work surroundings, for example, clamor, earth, introduction to the components or conceivably perilous conditions related with the occupation. Just those employment conditions that are available for a noteworthy segment of time and are a standard and fundamental piece of the occupation is mulled over. The components assessed are workplace and predominance (Kithuku, 2012).

#### **2.4 Factors Influencing Job Satisfaction**

According to Thompson and Phua (2012), levels of earnings consistently increase job satisfaction. Of more premium however is the issue of income in respect to comparable gifted people or a suitable reference gathering, for example, work partners in a group. Relative profit have not gotten the consideration they merit in labor financial matters up to this point. On the off chance that a laborer knows his wage is lower than a partners then this is probably going to reflect itself in a grievance that influences the two his job satisfaction and execution (Greenberg, 1999). However the elements of relative wages is additionally imperative here. It is conceivable that a specialist with a low relative wage is happier with his employment on the off chance that

he expects an expansion in his relative wage at some point later on in view of current profit increments of associates; basically there is a resistance of a poor relative wage (Kobia and Mohammed, 2013).

Various people acknowledge pay in an unforeseen way. Pay can be portrayed as the cash related preferred standpoint given to the specialists by the association for their organizations given to the association. Kreitner (2007) revealed that monetary pay is a champion among the most real clear factors for work fulfillment. Heading off to the association between work fulfillment and pay/compensation, it is found by past pro Lambert and Hogan (2011) that remuneration was seen to be the key perspective for the drive and occupation satisfaction of salaried specialists of the auto business.

Employer aid is one of the imperative variables for employee job satisfaction. Employer aid is characterized as the degree to which developers think about their employees' welfare. A pioneer with high administrator bolster is one that makes workers feel increased in value, heard and thought about. An examination by Garrido et al. (2011) discovered that the talented delegate may join an association for reasons unknown, yet to what degree that laborer stays and how valuable he/she is while there is directed by the association.

Job security is another factor that impact job satisfaction. Job security is the shot that a man or a worker will keep his or her employment; a man with the occupation would have a little believability of getting the opportunity to be doubtlessly jobless on the off chance that his/her work has a raised level of Job security. Kreitner (2007) found in his remarkable composed work that business trustworthiness has a tendency to perform better with a delegate who is content with his occupation than the person who isn't content with the business. This finding is similarly reinforced by Stephen (2001) who said that if the agents are satisfied and content with the Job security they will normally be focused on and strong to their affiliations. Chakrabarty (2008) find that outward factors as employer stability is essentially basic for a representative to perform well at work. As per Garrido et al. (2011), both occupation substance and employer stability are found to influence the general employment fulfillment of representatives. Muhammad (2011) found in his investigation of Leather industry of Pakistan that there is a positive connection between's

representative fulfillment and maintenance and job security. A worker ought to have job security at all the circumstances.

## **2.5 Gender and Job Satisfaction**

Research has proposed that men and ladies may utilize subjectively extraordinary criteria in their assessment of work (Cole, 2008). From this point of view, job satisfaction apparently is an enthusiastic reaction coming about because of the communication of work rewards and work esteems. The more prominent the apparent compatibility amongst prizes and qualities, the more prominent the employment fulfillment; the more noteworthy the apparent error, the less the fulfillment. In any case, Ahmed (2015) contends that ladies put more an incentive on the social elements of a vocation than did men, and that men esteemed the open door for self-articulation in their work more than did ladies. Asensio-Cuesta et al. (2012) found that the females in his investigation esteemed the chances to work with lovely representatives more than guys, while guys respected the chances to impact vital choices and direct the work of others as more critical.

The irregularity in the discoveries by different creators on the impact of sexual orientation on job satisfactions has been generally revealed. For example, Oshagbemi (2010) detailed that there have been irregularities in discoveries concerning the connection amongst sex and occupation fulfillment because of an assortment of elements. Not exclusively may guys and females in similar associations vary in work level, advancement prospects, pay et cetera, they may contrast in the degree to which a similar employment fulfills their necessities. An occupation high on social fulfillment yet low aptitude usage and vocation prospects may bring about higher employment fulfillment for females than for guys, though in Jobs permitting little extension for social connections, the distinctions in fulfillment may be the other way (Di Rodio, 2002).

Given the general outcomes from these examinations, it is evident that when different factors are considered, there is next to no proof to propose that sexual orientation specifically impacts job satisfaction. There is no convincing motivation to trust that given equivalent instruction, Job and headway openings, and an equivalent opportunity to apply their abilities to fitting difficulties, ladies ought to be any less fulfilled than men with their employments (Ellickson and Logsdon, 2012).

Result from an investigation by Greenberg (1999) additionally underpins the hypothesis that sexual orientation and occupation fulfillment is inconsequential when the impacts of different factors are controlled. Discoveries from a report by Kusku (2009) comparably propose that different variables might be included in the connection amongst sex and employment fulfillment, for example, the quantity of dependants in a family and the level of administration position held in the work environment. Al-Ajmi (2006) in his investigation directed in Kuwait found that there was no noteworthy connection amongst sexes and job satisfaction subsequently the two men and ladies have a similar level of employment fulfillment. Linz (2003) however noticed that sex contrasts did not develop among the Russian representatives taking an interest in her study. Generational contrasts were apparent - more seasoned laborers displayed a larger amount of employment fulfillment than more youthful specialist.

## **2.6 Relationship between Job Evaluation and Job Satisfaction**

According to Mandal and Dalal (2011), job evaluation and job satisfaction of an employee is a subject that has gotten noteworthy consideration by directors and specialists alike. Roelen et al. (2008) conducted a study that measured employee satisfaction against employee workload, task variety, conditions at work, times of work, remuneration, supervision, workmates, as well as briefings at work. They found that employees would perform better whenever they felt satisfied at their work station. Saane (2012) argued that there are "eleven components identified with job satisfaction. He listed these factors as work substance, self-governance, monetary prizes, advancement, supervision, correspondence, colleagues, weightiness, workload, and work requests."

Wilson and Hongping (2010) adopted Herzberg's Two-Factor theory to decide the effect of employee satisfaction on a number of variables including personnel engagement, execution administration, authoritative change and general states of business." The greater part of their (Wilson and Hongping, 2010) studies confirmed that there is a connection amid financial rewards and satisfaction.

DeVane and Sandy (2013) argue that scholars and practitioners measure job satisfaction on the premise of employees state of mind to the Job, relations with collaborators, supervision, organization arrangement and support, advancement, and pay. Kusku (2009) embraced the seven

factors including joy all in all; fulfillment with administration; fulfillment with associates; fulfillment with working gathering; fulfillment with work; fulfillment with workplace, and; fulfillment with pay to quantify the execution of scholastics at a college in Turkey. This investigation showed that there exists a connection between money related motivations and Job fulfillment.

Barton (2002) argued that companies should consider cash related prizes like compensation since it has solid impact worker inspiration. Dessler (2008) demonstrated that worker's compensation joins all compensation parts that are given to him against his work. Heery and Twelve (2001) delineated pay as part, in which join distinctive pieces like fundamental pay, benefits, rewards, pay for doing extra work and inspirations" as showed by Erasmus, van Wyk and Schenk (2001) portray pay, "is the thing that a delegate gets against his work in the wake of fulfilling his devotion, join all sort of cash related and non-budgetary prizes".

A few reviews have also dissected the part of fairness in different types of organization. The majority of them manage not-for-profits, since these have frequently been related with a higher level of distributive decency, inherent inspirations and ideological drives (Rose-Ackermann, 1996). Leete (2000) takes wage scattering as the significant intermediary for looking at the changed degrees of distributive reasonableness portraying distinctive authoritative structures. The speculation is that charitable associations depend on the cooperation of characteristically roused employees. Inherent inspirations are thought to be bolstered by a higher level of wage value, which is an intermediary for reasonableness, since a solid scattering of money related compensation would stunt inspirations not the same as fiscal ones, in a way like the swarming out impact estimated by Frey (1997).

Benz (2005) did a review on the determinants of Job fulfillment utilizing two vast datasets for the entire US and UK economies, looking at charitable and revenue driven specialists. His principle finding is that laborers in philanthropic associations are to be sure more happy with their Jobs than their partners in revenue driven firms. The outcome is powerful regarding contrasts in financial remuneration and incidental advantages, and to various individual attributes in the non-benefit and revenue driven divisions (Benz, 2005).



Furthermore, a study by Benz and Stutzer (2003) found that worker satisfaction with pay is emphatically and essentially impacted by procedural elements. The authors indicated that the recurrence of being gotten some information about pay issues by bosses. The procedural variable is an intermediary for the quality of discussion procedures and the lucidity of methods followed in settling wages. This outcome is gotten well beyond the impact of pay itself, which is sure and huge. Subsequently procedural utility is esteemed autonomously of pay and other instrumental components of prosperity.

In a prior review by Chase, Chonko and Wood (1985), it was found that abnormal state of job satisfaction prompts abnormal state of authoritative duty and Job execution. In support of this discovering, Okpara (2006) announced that Job fulfillment is connected to authoritative duty that lessens turnover aims and non-appearance. Representative Job satisfaction can be arranged into inborn and extraneous fulfillment. Natural fulfillment is identified with Job content and incorporate things like, work itself, acknowledgment, accomplishment and advancement (Akpan, 2007).

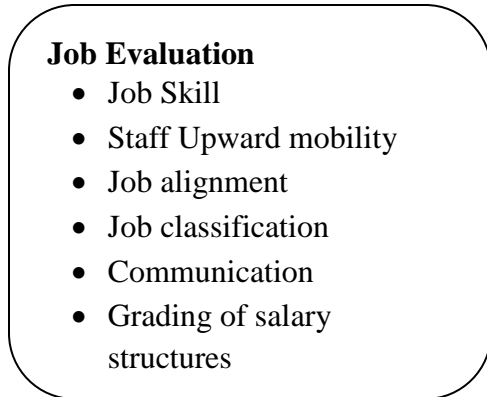
Extrinsic satisfaction begins from outside the Job and is identified with the Job condition and incorporates pay, recompenses, and working conditions. Aryee (1994) detailed that Job fulfillment improves work contribution since Job satisfaction fortifies more prominent association with the Job and all things considered fulfillment with the Job upgrades the essential of work personality. In this manner, characteristic and outward Job satisfaction is imperative in advancing staff responsibility in associations.

## **2.7 Conceptual Framework**

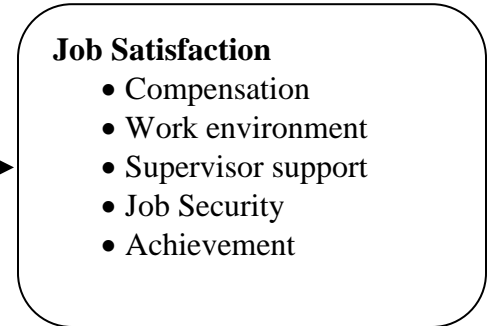
The conceptual framework is a diagrammatical introduction of factors in the study. As per Mugenda and Mugenda (2008), a conceptual framework is an estimated display distinguishing the ideas under study and their connections. The relationship to be examined is displayed in figure 2.1.

**Figure 2.1: Conceptual Framework**

**Independent Variable**



**Dependent variable**



## **CHAPTER THREE: METHODOLOGY**

### **3.1 Introduction**

This chapter presents the methodology for research utilized as a part of request to accomplish the objectives of this study. It exhibit research design, population, sampling procedure, data collection and data analysis procedures.

### **3.2 Research Design**

This study adopted a descriptive research design to portray the connection among the job evaluation and employee job satisfaction of Airtel Kenya. According to Burns and Groove (2009), descriptive research design describes characteristics associated with the subject population. Additionally, Creswell (1994) adds that a descriptive survey endeavors to portray qualities of marvels, conclusions, subjects, inclination, demeanors and view of individuals important to the examination.

### **3.3 Target Population**

Mugenda and Mugenda (2008) describes target population as a specific population about which information is to be collected. As per Babbie (2002), target population is a set of incidents, individuals, mechanisms, administrations, gathering of things or families under study. The target population of enthusiasm for this study comprised of employees of Airtel Kenya. As indicated by Airtel Kenya website, the organization has 2,536 employees.

### **3.4 Sample Design**

Cooper and Schindler (2009) define sampling as a deliberate choice of various individuals who are to give the information from which to make determinations about some bigger gathering, whom these individuals, speak to. The study used stratified sampling. The sample was selected proportionately from various cadre comprising top management, middle management and lower staff. Through proportionate selection as recommended by Cooper and Schindler (2009) 5 percent of the population was selected for sampling as indicated in Table 3.1. This involves getting the proportionate sample of each category that would lead to the required 5 percent total sample.

**Table 3.1: Proportionate Samples of Airtel Kenya**

<b>Category</b>	<b>Population</b>	<b>Percentage</b>	<b>Proportionate 5% Sample</b>
Top Management	89	3.6 %	4
Middle Management	786	31.4%	39
Lower Staff	1631	65%	82
<b>Total Target Population</b>	<b>2506</b>	<b>100%</b>	<b>125</b>

### **3.5 Data Collection**

This study used primary data. Data was collected by use of a questionnaire that was administered to Airtel Kenya employees. According to Mugenda and Mugenda (2008), the questionnaire method is the most appropriate tool where comprehensive information is required. The questionnaire was used to collect data on demographic information, information concerning job evaluation and employee job satisfaction. As such, these items ensured comprehensiveness in covering all key aspects of job evaluation and employee job satisfaction.

### **3.6 Data Analysis**

Data that was attained from the respondents was tested for wholeness, accurateness, errors and other discrepancies. The data was then analyzed by use of descriptive and inferential statistics. Descriptive statistical techniques were used to describe and summarize data. The results were then interpreted and the findings were represented in tables and analyzed through percentages, mean scores, standard deviations and frequencies.

In order to determine the relationship between variables, a simple regression analysis was conducted. The study adopted the following functional specification and a linear regression model to determine the relationship between variables;

$$Y = a + bx + e$$

Where:

$Y$  = Job evaluation

$X_1$  = Job satisfaction

$a$  = Constant

$b$  = Coefficient of  $X$

$e$  = Error term

## CHAPTER FOUR: DATA ANALYSIS AND PRESENTATION

### 4.1 Introduction

This chapter presents the analysis and the interpretation of the various information gathered using questionnaires. Keeping in mind the end goal to have the capacity to survey and assess the impact of job evaluation on employee job satisfaction, questionnaires were controlled to staff of Airtel Kenya. One hundred and twenty five (125) questionnaires were appropriated to respondents who were eager to take an interest in this study. Be that as it may, one hundred and ten (110) were recovered for the analysis. The spoke to 88% as a reaction rate. This reaction rate agree with the discoveries by Mugenda and Mugenda who showed that a reaction rate more noteworthy than 70% is great. Subsequently the reaction rate was agreeable.

### 4.2 General Information

The general information for the study comprised of the respondents' gender, age, education level and work experience in the organization.

#### 4.2.1 Gender of the Respondents

The researcher sought to find out the gender of the target respondents involved in the study. The findings are shown in Table 4.1.

**Table 4.1: Gender**

<b>Gender</b>	<b>Frequency</b>	<b>Percentage</b>
Male	62	56.4%
Female	48	43.6%
<b>Total</b>	<b>110</b>	<b>100%</b>

The findings on Table 4.1 established that 56.4% of the respondents were male as compared to 43.6% who were females. Thus, the findings imply that majority of the respondents were male, an indication that a large number of males participated in this study. This is also an indication that males represented a large number of the employees in Airtel Kenya when compared to female.

#### 4.2.2 Respondents' Age Category

The study sought to establish the age categories of the respondents. The findings are demonstrated in Table 4.2.

**Table 4.2: Age Category of the Respondents**

Age Category	Male		Female	
	Frequency	Percentage	Frequency	Percentage
18-25 Years	7	11.3%	11	22.9%
26-35 Years	17	27.4%	13	27.1%
36-45 Years	28	44.2%	9	18.8%
>45 Years	10	16.1%	15	31.3%
<b>Total</b>	<b>62</b>	<b>100%</b>	<b>48</b>	<b>100%</b>

From the findings, majority of the male respondents 28 (44.2%) were between 36-45 years, 27.4% were between 26-35 years, 16.1% were over 45 years and 11.3% of the respondents were between 18-25 years. On the other hand, most of the female respondents (31.3%) indicated that they were more than 45 years, 27.1% were between 26-35 years, and 22.9% were between 18-25 years, whereas 18.8% were between 36-45 years. Thus, the findings indicate that majority male and female respondents are above 36 years old and above 45 years respectively. As such,

both male and female employees were reliable enough to offer steadfast and satisfactory information in relation to job evaluation and employee job satisfaction.

#### 4.2.3 Respondents' Education Level

The study sought to determine the education level of the respondents from those involved in the study. The table below shows the findings.

**Table 4.3: Respondents' Education Level**

Respondents' Education Level	Male		Female	
	Frequency	Percentage	Frequency	Percentage
College (Diploma)	11	17.7%	8	16.7%
University (Graduate)	18	29%	11	22.9%
University (Post-graduate)	33	53.3%	29	60.4%
<b>Total</b>	<b>62</b>	<b>100%</b>	<b>48</b>	<b>100%</b>

According to the findings, most of the male respondents 33 (53.3%) had achieved post-graduate degree as their highest education level, 18 (29%) stated that they had graduate as their highest education level while 11 (17.7%) stated that they had achieved diploma as their highest education level. Moreover, 29 (60.4%) of female respondents had achieved post-graduate degree, 22.9%) stated that they had graduate level of education while 16.7% stated that they had achieved diploma as their highest education level. The findings indicated that both male and female employees had graduate degree as their highest education level and thus had higher ability to provide responses on the effect of job evaluation on employee job satisfaction.



#### 4.2.4 Work Experience in the Organization

In order to determine the work experience, the respondents were asked to indicate the duration they had been an employee of the company. The findings are illustrated in Table 4.4.

**Table 4.4: Work Experience**

Work Experience	Male		Female	
	Frequency	Percentage	Frequency	Percentage
Less than 1 year	8	12.9%	17	35.4%
1-5 years	18	29%	14	29.2%
6-10 years	22	35.5%	9	18.8%
Over 10 years	14	22.6%	8	16.7%
<b>Total</b>	<b>62</b>	<b>100%</b>	<b>48</b>	<b>100%</b>

According to the study findings, 22 (35.5%) of the male respondents had worked between 6-10 years, another 18 (29%) worked between 1-5 years, 14 (22.6%) worked for over 10 years, while 12.9% had worked for less than 1 year. In regard to females, 35.4% of the respondents had worked for less than 1 year, 29.2% worked between 1-5 years, 18.8% worked for 6-10 years, whereas 16.7% had worked for less than over 10 years. The findings imply that majority of the male employees had worked between 6-10 years while most of the female employees had worked for less than 1 year. As such, male employees had more experience as compared to female employees, and thus had more experience in matters relating to job evaluation and that information given helped in showing a clear picture on employee job satisfaction thus helping Airtel Kenya to lower staff turnover and improve job satisfaction.

#### 4.3 Job Evaluation

The respondents were requested to indicate the extent to which they agree or disagree on the following statements on the job evaluation which was done Airtel in 2014. The responses were rated on a five point Likert scale where: 5 – Strongly Agree; 4 - Agree; 3 - Neutral; 2 - Disagree; 1 - Strongly Disagree. The results are illustrated in Table 4.5.

**Table 4.5: Statements on Job Evaluation**

Statements	Male		Female	
	Mean	Std. Deviation	Mean	Std. Deviation
Job evaluation ensured that the titles correspond to the functions and task of the job	3.26	0.322	3.48	0.133
Job evaluation found out that the distribution of staff in Airtel matches with work load	3.31	0.407	3.22	0.245
Job evaluation ensured that Staff Upward mobility in Airtel follows career paths	3.44	0.335	3.36	0.369
Job evaluation ensured Jobs at Airtel are aligned to specific functions	3.90	0.432	3.99	0.411
Job evaluation revealed that reporting system is in accordance with the grades and tasks performed	3.88	0.107	3.77	0.303
Job evaluation constructed grading of salary structures that corresponds to the task and functions of the jobs	3.71	0.279	3.63	0.208
Job evaluation placed Airtel to Appoint and Promote staff based on job requirement	3.86	0.295	3.59	0.478
Job evaluation ensured that Job classification is done according to functions	4.11	0.129	3.97	0.337
Job evaluation ensured that Staff are placed / deployed according to the requirements and skills	3.99	0.278	3.84	0.399

According to the study findings, most of the male respondents agreed with the statements that job evaluation ensured that job classification is done according to functions as shown by a mean score of 4.11 and standard deviation of 0.129, job evaluation ensured that staff are placed / deployed according to the requirements and skills as shown by a mean score of 3.99 and standard deviation of 0.278, job evaluation ensured jobs at Airtel are aligned to specific functions as shown by a mean score of 3.90 and standard deviation of 0.432, job evaluation revealed that reporting system is in accordance with the grades and tasks performed as shown by a mean score of 3.88 and standard deviation of 0.107, job evaluation placed Airtel to appoint and promote staff based on job requirement as shown by a mean score of 3.86 and standard deviation of 0.295, and job evaluation constructed grading of salary structures that corresponds to the task and functions of the jobs as shown by a mean score of 3.71 and standard deviation of 0.279. However, most of the male respondents were neutral with the statements that job evaluation ensured that staff upward mobility in Airtel follows career paths as shown by a mean score of 3.44 and standard deviation of 0.335, job evaluation found out that the distribution of staff in Airtel matches with work load as shown by a mean score of 3.31 and standard deviation of 0.407, and job evaluation ensured that the titles correspond to the functions and task of the job as shown by a mean score of 3.26 and standard deviation of 0.322.

On the other hand, most of the female respondents agreed with the statements that Job evaluation ensured Jobs at Airtel are aligned to specific functions as specified by a mean score of 3.99 and standard deviation of 0.411, Job evaluation ensured that Job classification is done according to functions as shown by a mean score of 3.97 and standard deviation of 0.337, Job evaluation ensured that Staff are placed / deployed according to the requirements and skills as indicated by a mean score of 3.84 and standard deviation of 0.399, Job evaluation revealed that reporting system is in accordance with the grades and tasks performed as indicated by a mean score of 3.77 and standard deviation of 0.303, Job evaluation constructed grading of salary structures that corresponds to the task and functions of the jobs as designated by a mean score of 3.63 and standard deviation of 0.208, and Job evaluation placed Airtel to Appoint and Promote staff based on job requirement as shown by a mean score of 3.59 and standard deviation of 0.478. Nevertheless, most of the female respondents were neutral with the statements that Job evaluation ensured that the titles correspond to the functions and task of the job, Job evaluation ensured that Staff Upward mobility in Airtel follows career paths and Job

evaluation found out that the distribution of staff in Airtel matches with work load as designated by mean scores of 3.48, 3.36 and 3.22 and standard deviation of 0.133, 0.369 and 0.245 respectively.

The findings therefore imply that job evaluation ensured that job classification is done according to functions, job evaluation ensured that staff are placed / deployed according to the requirements and skills, job evaluation ensured jobs at Airtel are aligned to specific functions, job evaluation revealed that reporting system is in accordance with the grades and tasks performed, job evaluation placed Airtel to appoint and promote staff based on job requirement, and job evaluation constructed grading of salary structures that corresponds to the task and functions of the jobs. Furthermore, it is clear from the findings that most of the male and female respondents did not differ from the mean as shown by a standard deviation of 0.432 and 0.478 respectively.

#### **4.4 Job Satisfaction**

In addition, the study sought to establish the level of agreement of the respondents with the following job satisfaction aspects with respect to the extent to which they perceive them to be satisfied with their job. This was accomplished through the use of means and standard deviation. The results are tabulated in Table 4.6.

**Table 4.6: Statements on Job Satisfaction**

Statements	Male		Female	
	Mean	Std. Deviation	Mean	Std. Deviation
I have many achievements as a result of working in this organisation	3.91	0.288	3.88	0.170
I believe my salary is commensurate with the work I do	3.04	0.403	3.11	0.437
There are opportunities for promotion	2.92	0.220	2.99	0.264
There is recognition / rewards for work accomplished	3.18	0.387	3.20	0.199
There is job security in the organization	3.79	0.416	3.81	0.320
I am always praised for doing a good job	3.85	0.358	3.69	0.409
I have good working relationship with my co-workers	3.42	0.174	3.37	0.227
I have good working relationship with my supervisor	4.06	0.400	4.12	0.365
I have good working relationship with my subordinates(if applicable)	3.78	0.409	3.66	0.441
I have an opportunity to learn new skills	3.55	0.179	3.52	0.139
There is opportunity for additional training and education	3.61	0.228	3.70	0.216
I have opportunities to utilize my skills, abilities and talents	2.97	0.312	2.51	0.107
I have variety of job responsibilities	3.74	0.437	3.83	0.318
There is adequate opportunity for periodic changes in duties	2.55	0.112	2.59	0.234
I like the competence of my supervisor in making decisions	4.22	0.397	4.36	0.012
I feel so good when I accomplish my tasks	4.30	0.067	4.24	0.089
I am satisfied with the way company policies are put into practice	2.98	0.139	2.71	0.356

From the findings, the data showed that most of the male respondents strongly agreed that I feel so good when I accomplish my tasks with mean score of 4.30 and standard deviation of 0.067, I

like the competence of my supervisor in making decisions with mean score of 4.22 and standard deviation of 0.397, I have good working relationship with my supervisor with mean score of 4.06 and standard deviation of 0.400, I have many achievements as a result of working in this organisation with mean scores of 3.91 and standard deviation of 0.288, I am always praised for doing a good job with mean score of 3.85 and standard deviation of 0.358, there is job security in the organization with mean score of 3.79 and standard deviation of 0.416, I have good working relationship with my subordinates (if applicable) with mean score of 3.78 and standard deviation of 0.409, I have variety of job responsibilities with mean score of 3.74 and standard deviation of 0.437, there is opportunity for additional training and education with mean score of 3.61 and standard deviation of 0.228, and I have an opportunity to learn new skills with mean score of 3.55 and standard deviation of 0.179.

In addition, most of the male respondents were neutral with the statements that I have good working relationship with my co-workers as indicated by a mean score of 3.42 and standard deviation of 0.174, there is recognition / rewards for work accomplished as indicated by a mean score of 3.18 and standard deviation of 0.387, I believe my salary is commensurate with the work I do as indicated by a mean score of 3.04 and standard deviation of 0.403, I am satisfied with the way company policies are put into practice as indicated by a mean score of 2.98 and standard deviation of 0.139, I have opportunities to utilize my skills, abilities and talents as indicated by a mean score of 2.97 and standard deviation of 0.312, there are opportunities for promotion as indicated by a mean score of 2.92 and standard deviation of 0.220, and There is adequate opportunity for periodic changes in duties with mean score of 2.55 and standard deviation of 0.0.112.

Moreover, most of the female respondents were in agreement with the statements that I like the competence of my supervisor in making decisions with mean score of 4.36 and standard deviation of 0.012, I feel so good when I accomplish my tasks with mean score of 4.24 and standard deviation of 0.089, I have good working relationship with my supervisor with mean score of 4.12 and standard deviation of 0.365, I have many achievements as a result of working in this organisation with mean score of 3.88 and standard deviation of 0.170, I have variety of job responsibilities with mean score of 3.83 and standard deviation of 0.318, There is job security in the organization with mean score of 3.81 and standard deviation of 0.320, There is

opportunity for additional training and education with mean score of 3.70 and standard deviation of 0.216, I am always praised for doing a good job with mean score of 3.69 and standard deviation of 0.409, I have good working relationship with my subordinates(if applicable) with mean score of 3.66 and standard deviation of 0.441, I have an opportunity to learn new skills with mean score of 3.52 and standard deviation of 0.139.

However, most of the female respondents were neutral with the statements that I have good working relationship with my co-workers as indicated by a mean score of 3.37 and standard deviation of 0.227, There is recognition / rewards for work accomplished with a mean score of 3.20 and standard deviation of 0.199, I believe my salary is commensurate with the work I do with mean score of 3.11 and standard deviation of 0.437, There are opportunities for promotion with mean score of 2.99 and standard deviation of 0.264, I am satisfied with the way company policies are put into practice with mean score of 2.71 and standard deviation of 0.356, There is adequate opportunity for periodic changes in duties with mean score of 2.59 and standard deviation of 0.234 and I have opportunities to utilize my skills, abilities and talents as shown by a mean score of 2.51 and standard deviation of 0.107.

This showed that they feel so good when I accomplish my tasks, they like the competence of my supervisor in making decisions, they have good working relationship with my supervisor, they have many achievements as a result of working in this organisation, they always praised for doing a good job, there is job security in the organization, they have good working relationship with my subordinates (if applicable), they have variety of job responsibilities, there is opportunity for additional training and education and have an opportunity to learn new skills. The results show that the findings from both the male and female respondents did not differ much with the mean as shown by a standard deviation of 0.416 and 0.441 respectively.

#### **4.5 Inferential Statistics**

The study further sought to determine the effect of job evaluation on job satisfaction, a comparative analysis of male and female employees at Airtel. A simple linear regression model was used as presented in the findings below.

**Table 4.7: Model Summary for Male and Female**

Male					Female				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.783 <sup>a</sup>	.613	.628	.2531	1	.799 <sup>a</sup>	.638	.511	.3128

a. Predictors: (Constant), Job Evaluation

As shown in the table, the effect of job evaluation is strong and significant ( $R = 0.783$  and  $R^2 = 0.613$ ) for male employee and ( $R = 0.799$  and  $R^2 = 0.638$ ) for female employees. The findings imply 61.3 % & 63.8% for male and female employees respectively of variation in employee job satisfaction is caused by job evaluation. The values obtained from both male and female were within the statistical bounds of acceptance due to the fact that factors not studied in this study contributed only 38.7% and 36.2% respectively.

**Table 4.8: Analysis of Variance (ANOVA) for Male**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	22.943	1	3.269	41.633	.001 <sup>b</sup>
	Residual	1.644	61	.056		
	Total	24.587	62			

a. Dependent Variable: Job satisfaction

b. Predictor: Job evaluation



**Table 4.9: Analysis of Variance (ANOVA) for Female**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	9.112	1	3.597	76.471	.003 <sup>b</sup>
	Residual	1.689	47	.089		
	Total	10.801	48			

a. Dependent Variable: Job satisfaction

b. Predictor: Job evaluation

From the findings in the table above (Table 4.8 and Table 4.9), the ANOVA model revealed a regression connotation of 0.001 (<0.05) for male and 0.003 (<0.05) for female which was an indication that the regression model applied in this study had a positive and significant relationship among job satisfaction and job evaluation.

In order to determine the relationship between the dependent variable (job satisfaction) and independent variable or predictor (job evaluation), the study sought to illustrate the coefficients of the regression model as shown in the table below.

**Table 4.10: Regression Model Coefficients for Male**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
	(Constant)	0.992	.214		.587	.007
	Job Evaluation	.635	.016	.361	5.044	.011

a. Dependent Variable: Job Satisfaction

**Table 4.11: Regression Model Coefficients for Female**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	0.532	.569		1.273	.001
Job Evaluation	.448	.081	.299	9.654	.047

a. Dependent Variable: Job Satisfaction

From the regression model:  $Y = a + bx + e$ , the regression equation for male and female was as follows;

$$Y = 0.992 + 0.635 (\text{Job Evaluation}) + 0.016;$$

$$Y = 0.532 + 0.448 (\text{Job Evaluation}) + 0.081;$$

From the study findings, it is clear that male employees tend to be more satisfied by a range of 0.992 in absence of other factors that affect their job satisfaction. However, the study found a positive and strong relationship between job evaluation and job satisfaction amongst male employees as indicated by a value of 0.635. Generally, this is an indication that male employees tend to get satisfied 0.635 times after job evaluation exercises have been carried out. This implies that effective job evaluation measures result to an increase in employee job satisfaction amongst male employees and vice versa.

In regard to study findings in Table 4.11, the study found that female employees were more satisfied by a range of 0.532 in absence of other factors that affect their job performance. Nonetheless, there was a positive association among job evaluation and job satisfaction amongst female employees as designated by a coefficient of 0.448. This insinuates that better job evaluation measures amongst females lead to an increase in employee job satisfaction and vice versa.

#### **4.6 Discussion of Findings**

From the study findings, it was evident that job evaluation had an impact on job satisfaction in both male and female employees. The study found that amongst male and female employees, job

evaluation measures result to an increase in job satisfaction. This impression of respondents confirms the perspective of Abiodun (1999) that job evaluation is a basic instrument in hierarchical administration that has been embraced to enhance laborers' profitability. In like manner, it is utilized as a decisional system to decide issues identifying with work force acquisition, advancement, exchange, conservation, designation of duties, wages and pay increments and shedding rewards reasonably and evenhanded.

Mill operator, Erickson and Yust (2001) view that employees land profited by position evaluation that give feeling of having a place. Kabir (2011) additionally settled in his exploration at Pharmaceutical industry, Bangladesh that job evaluation assumed a critical part in the employee's job satisfaction. Moreover, in attempting to examine the impact of job evaluation in job satisfaction among its employees in an open organization, Mustapha and Zakaria (2013) found a positive noteworthy connection between advancement openings and job satisfaction and thus employees' execution. As indicated by Chaneta (2014), job evaluation influences diverse individuals from the working group in an unexpected way. To employees, it might speak to a way to accomplish their desires of ascending the hierarchical stepping stool; to administration it might be viewed as a gadget to encourage work portion and regulation of prizes; to specialists' delegates, it might be seen as scale for guaranteeing that employees are by and large impartially treated on issues of pay.

The investigation likewise found that job satisfaction is critical in any organization. This is in concurrence with Judge, Thoresen, Bono, and Patton (2001) who showed a connection between job satisfaction and job execution was observed to be considerably higher for mind boggling and proficient jobs. Subsequently, going astray to prior audits, it created the impression that job satisfaction was, actually, prescient of job execution and the connection was significantly more grounded for proficient jobs.

Likewise, Fotheringham (2010) concur with Judge et al (2001) by expressing that job satisfaction had a colossal effect on staff inspiration. The study additionally proposes that keeping staff roused in a changing domain is central to making an upper hand through executing assorted variety into the workforce and ought not be viewed as just standard filling.

## **CHAPTER FIVE: SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS**

### **5.1 Introduction**

This chapter presents the summary of the findings presented in chapter four according to the study objectives. This chapter also presents the conclusions and the recommendations to the study.

### **5.2 Summary of Findings**

The study found that majority of the respondents were male. The study found that majority of the male respondents were above 36 years old while female respondents were above 45 years. In addition, the study found that most of the male and female respondents had graduate degree as their highest education level. It also found that male respondents had worked between 6-10 years. However, the study found that female respondents had worked for less than 1 year.

Concerning job evaluation, the study found that job evaluation ensured that job classification is done according to functions, job evaluation ensured that staff are placed / deployed according to the requirements and skills, job evaluation ensured jobs at Airtel are aligned to specific functions, job evaluation revealed that reporting system is in accordance with the grades and tasks performed, job evaluation placed Airtel to appoint and promote staff based on job requirement, and job evaluation constructed grading of salary structures that corresponds to the task and functions of the jobs.

Furthermore, the study found that both male and female respondents feel so good when they accomplish their tasks, they like the competence of their supervisor in making decisions, they have good working relationship with their supervisor, they have many achievements as a result of working in this organisation, they always praised for doing a good job, there is job security in the organization, they have good working relationship with their subordinates (if applicable), they have variety of job responsibilities, there is opportunity for additional training and education and have an opportunity to learn new skills.

### **5.3 Conclusion**

The study concluded that a large number of males participated in this study. The study concluded that both male and female respondents were reliable enough to offer steadfast and satisfactory information in relation to job evaluation and employee job satisfaction. Despite the fact that female respondents had achieved diploma level of education, the study revealed that both male and female respondents had experience in matters relating to job evaluation and that information given helped in showing a clear picture on employee job satisfaction thus helping Airtel Kenya to lower staff turnover and improve job satisfaction.

The study uncovered that job evaluation is a fundamental instrument in authoritative administration that has been received to enhance laborers' profitability. It additionally settled that job evaluation helps to enhance efficiency of the association. Viability and effectiveness of laborers' job valuation increment employee confidence; thus, it would not be anything but difficult to gauge employee spirit by the level of execution and profitability.

### **5.4 Recommendations**

The study recommends that job evaluation ought to be accomplished all the more every now and again through benchmarking with comparable organizations in the business with going business sector rate to guarantee employees stay aggressive and lessen turnover of the employees.

### **5.5 Limitations of the Study**

The limitations faced in during this research were founded on unwillingness to share what respondents termed company secrets. Respondents were reluctant to share information they thought if shared with competing firms might jeopardize the values they share in their company. The researcher was only provided with information that could not be kept secret due to its availability in other research sources or that which respondents thought could be easily obtained. The researcher had to rely on deduction and intuition to derive certain conclusions.

### **5.6 Suggestions for further Research**

This study was conducted at a single private foundation that is Airtel Kenya. It is prescribed that further investigations be led out in the open establishments and consider different components

that may impact employee job satisfaction in the organization, for example, demographical and political variables influencing employee job satisfaction.

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## APPENDICES

### Appendix One: Questionnaire

Dear Respondent,

I am a Masters student at the University of Nairobi undertaking an academic research on “EFFECT OF JOB EVALUATION ON EMPLOYEE JOB SATISFACTION: A COMPARATIVE ANALYSIS OF MALE AND FEMALE EMPLOYEES AT AIRTEL KENYA. Kindly participate in this 15-minute exercise and be assured of your confidentiality.

#### SECTION I: GENERAL INFORMATION

1. What is your gender?

Male  Female

2. Please indicate your age group

<17 Years  18-25 Years  26-35 Years  36-45 Years

>45 Years

3. What is your highest level of education?

Primary level  College (Diploma)  University (Graduate)

University (Post-graduate)  Others (specify)

4. For how long have you been an employee of this company?

Less than 1 year

1-5 years

6-10 years

Over10 years

**SECTION II: JOB EVALUATION**

5. To what extent do you agree with the following statements on the job evaluation which was done Airtel in 2014? Use a scale of 1 to 5 where 1 is strongly disagree and 5 is strongly agree.

<b>Statement</b>	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>
Job evaluation ensured that the titles correspond to the functions and task of the job.					
Job evaluation found out that the distribution of staff in Airtel matches with work load.					
Job evaluation ensured that Staff Upward mobility in Airtel follows career paths.					
Job evaluation ensured Jobs at Airtel are aligned to specific functions.					
Job evaluation revealed that reporting system is in accordance with the grades and tasks performed.					
Job evaluation constructed grading of salary structures that corresponds to the task and functions of the jobs.					
Job evaluation placed Airtel to Appoint and Promote staff based on job requirement.					
Job evaluation ensured that Job classification is done according to functions.					
Job evaluation ensured that Staff are placed / deployed according to the requirements and skills.					

**SECTION III: JOB SATISFACTION**

6. To what extent do you agree with the following job satisfaction aspects with respect to the extent which you perceive to be satisfied with your job? Use a scale of 1 to 5 where 1 is strongly disagree and 5 is strongly agree.

Statement	5	4	3	2	1
I have many achievements as a result of working in this organisation					
I believe my salary is commensurate with the work I do					
There are opportunities for promotion					
There is recognition / rewards for work accomplished					
There is job security in the organization					
I am always praised for doing a good job					
I have good working relationship with my co-workers					
I have good working relationship with my supervisor					
I have good working relationship with my subordinates(if applicable)					
I have an opportunity to learn new skills					
There is opportunity for additional training and education					
I have opportunities to utilize my skills, abilities and talents					
I have variety of job responsibilities					
There is adequate opportunity for periodic changes in duties					

I like the competence of my supervisor in making decisions					
I feel so good when I accomplish my tasks					
I am satisfied with the way company policies are put into practice					