

**EFFECT OF EMPLOYEE EMPOWERMENT ON JOB  
SATISFACTION AT MACHAKOS LEVEL FIVE HOSPITAL IN  
KENYA**

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**DECLARATION**

I declare that this project is my original work. It has not been obtained from any unauthorised material and has not been submitted to any examination body or other institution of higher learning.

Signature.....

Date.....

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D61 / 83932 / 2016

This research project has been submitted for the examination with approval my university supervisor.

Signature.....

Date.....

**Dr Mercy Munjuri**

## **DEDICATION**

I dedicate this project to all those who gave me support in many ways towards the successful completion.

My sincere gratitude goes to almighty God for His grace and love and my family who gave me time and understanding.

Thank you so much.

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Thank you.

## **ABSTRACT**

Today's organizations are operating in a very dynamic and highly competitive environment. To remain relevant in the market, they have to be able to respond quickly to ever changing customer demands. Employee empowerment is one of the ways used by organizations for attracting and retaining employees as well as enabling them improve their performance. Machakos Level Five Hospital is an organization that offers essential health services that support other sectors of the economy. This study therefore aimed at determining the effect of employee empowerment on job satisfaction at Machakos Level Five Hospital. Specifically, the study aimed at determining the effect of monetary compensation, training, involvement of employees in decision making and provision of proper tools and equipment to employees on employees' job satisfaction. The research adopted descriptive research design. The target population was all employees of Machakos Level Five Hospital who were 130 employees where census survey was done. Data was collected using questionnaires on a drop and pick method. Data analysis involved both descriptive and inferential statistics. The study concluded that there is a significant relationship that exists between employee empowerment and job satisfaction. Based on the findings it is recommended that organizations should empower their employees to enable them achieve job satisfaction if the organization wants to remain competitive in the market place.

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# CHAPTER ONE

## INTRODUCTION

### 1.1 Background of the Study

One of the valued concepts considered to be important to enable employees achieve high degree of teamwork spirit, self-confidence, innovation and independent thinking is through employee empowerment (Elnaga & Imran, 2014). Firms should be able to retain, compensate and find employees who are talented to enable the organization achieve its goals and objectives. According to Armstrong (2006) employee involvement in decision creation is the participation of the employees in the judgment making practice of a business. Empirical studies express that involvement of workers in decision making leads to superior organizational pledge, better performance, reduced employee turnover, reduced staff absenteeism and increased job satisfaction (Moorhead & Griffin, 2004; Luthans, 2005). In the last decades, employee empowerment has attracted a lot of attention from both practitioners and academics due to frequent change in employment relationship. In 1990s, policies and priorities like training and development, participative choice creation and independent work clusters were the essential theme in establishments leading to the growth of the idea of workers empowerment. Studies in employee empowerment support a significant relationship between employee empowerment and job satisfaction (Rana & Singh, 2016). According to Muindi (2011) job satisfaction is beneficial to both the employer and the employee because it is the key prerequisite for employee productivity. Job satisfaction enables an employee to have peace of mind and concentrate more on his job (Maher, 2008).

There are several theories which explain job satisfaction. These are fulfilment theory, discrepancy theory and motivator – hygiene theory. According to Herzberg's (1979) fulfillment theory, workers are satisfied when their demands are fully fulfilled. This involves satisfying their demands and be able to get their wishes. Another theory is the discrepancy theory as it was propounded by (Locke, 1969). This theory states that satisfaction of individual will depend on the degree to which a person derives him in to the job and should agree to the results hunted at the job. For example, when a person

becomes aware of his deficiency in his competence, he is motivated to achieve it, and the interest caused by the discrepancy between what he needs to know and what he knows drives him to put all of effort to achieve his objectives. Another theory is the motivator-hygiene theory as it was propounded by Herzberg's (1959). This theory states that, motivating factors like achievement and recognition, benefits and pay need to be met for an employee to be satisfied with his work. In addition, the hygiene factors like job security, quality of management, company policies, interaction with other employees, working condition and company policies are associated with job dissatisfaction. This theory states that, an employee is dissatisfied when hygiene factors are low and neutral but not necessarily satisfied when these factors are high. This indicates that whether an employee is satisfied or not depends on the motivating factors.

A healthy nation is beneficial to the economy in terms of productivity and economic development. A good health helps improve labor productivity and also workers are less likely to be absent from work due to illness. Production losses caused due to workers' illness is eradicated by maintenance of healthy workers in the organization. This leads to increased output of a worker hence increasing sales of the organization hence leading to economic development of the country. Both the ability to save and impetus to save is affected by a poor health (Bloom & Canning 2008). Infectious diseases decrease workers' productivity and reduce investments because foreign savers tend to evade parts where disease is widespread and there is partial access to health attention. According to Finlay (2007) health plays an important role in economic development. One of the basic human needs is provision of good health services which positively contribute towards maintaining the productive potential of the people hence leading to economic development of a country. In Kenya's health industry, there has been numerous strikes and industrial unrest. As a result, there have been several reports of death of patients and also patients seeking alternative means of treatment. Due to these reasons, the researcher was motivated to study in this sector to help in coming up with appropriate employee empowerment practices and programs that will enhance employee performance and job satisfaction in health sector firms in Kenya. Since the research is touching on the health and wellbeing of the people, it will advance the aims of the vision 2030.

### **1.1.1 Employee Empowerment**

According to Randolph (2000) employee empowerment involves delegation of authority to employees and ensure resources are available to them, provide good working environment and provision of proper tools which lead to high performance of employees. According to Rita (2011) employee empowerment can be defined as to permit or give chance to employees to be able to make their own decisions. From the manager perspective, employee empowerment can be defined as to enable employees control the implementation of their plan (Littrell, 2007). Heathfield (2007) defines empowerment as process of authorizing an individual to take action, to think, behave and make decisions in autonomous ways. Everyone in the organization must be involved.

Dale (2004) states that people are sources of ideas and innovation and their experience, co-operation and expertise have to be harnessed to enable these ideas implemented. The core ingredients of service products are the employees hence most organizations who want to meet customer demands through quality customer service are embracing employee empowerment programs (Tabarda, 2000). Employee empowerment has become an important tool in all organizations who want to overcome external pressures with help of their workforce support. According to Carless (2004) and Haas (2010) empowerment involves giving employees the freedom of choice while doing their daily work.

Worker empowerment is well defined as delegating power and freedom to workers to make choices so as to ensure optimum satisfaction to clients. Workers and client satisfaction is stimulated by empowerment using it as an instrument through which industry aims and purposes are attained. According to Davidson (2004) personnel are the resources of an organization and can brand or disrupt the business. Deal (2005) states that well motivated employees produce unanticipated yield while workforce with low inspiration level drag the firm growth backwards. According to Gilbert and Spice (1991) executives should give power to employees in creating decision for optimum exploitation of human capital. Empowerment helps improve productivity of workers and creates a good working atmosphere in the establishments (Dobbs, 1993).

### **1.1.2 Job Satisfaction**

Gumato (2003) defines job satisfaction as the degree in to which workers constructively see their work. Job satisfaction can also be defined as the difference between the output received by the employee from the work and the inputs made by the employee in the work. When the response is optimistic, the worker is contented and when the response is undesirable then the worker is discontented with the work (Shukla, Nougriaya & Vishwakarma, 2015). According to (Hussami, 2008) job dissatisfaction and satisfaction depend on environment of the job and also the anticipation of what the job amounts to the worker. Parvin and Kabir (2011) stated that higher organizational reward, lower convenience costs and intrinsic rewards improve job satisfaction.

Job satisfaction leads to reconciliation of thoughts to the worker and this enables the employee to concentrate in his job (Maher, 2008). Performance management focus on actions which will lead to increased performance of employee to enable achieve organizational and individual effectiveness. Performance is improved when there are effective processes of continuous development and job satisfaction. Performance management is centered on satisfying the expectations and needs of shareholders like management, owners, suppliers, customers, and the public in general and hence employees should be treated as important assets whose interests are highly respected (Davidson, 2004).

Muindi (2011) states that job satisfaction is the core prerequisite for workers productivity in any organization. It has a lot of benefits to both the worker and the owner. For the worker, job satisfaction contributes to a sense of achievement which in return tips to reduced absenteeism, decreased employee turnover and workers commitment in the job. To the owner, worker job satisfaction helps maintain and retain qualified, talented and experienced employees in the organization which reduces cost of training and recruitment. Parvin and Kabir (2011) described that, organization should provide employees with rewards, good working environment, promotion and fairness in job in order for employee to be satisfied. For organization to be able to achieve its success, it must keep its employees satisfied (Wabuli, 2009).

### **1.1.3 Health Sector in Kenya**

The government of Kenya has laid down a strong emphasis on eradication, prevention and control of diseases through provision of quality healthcare services to the citizens. A number of strategies have been set up for implementation of quality healthcare through the Ministry of Health and other relevant government organizations. Health sector consist of national, provincial and district hospitals. The others are dispensaries and health centers. The national public hospitals include Kenyatta National Hospital and the Moi Teaching and Referral Hospital which are at the top of the health care system. On the other hand, private national referral hospitals include Nairobi hospital and Aga Khan Hospital which are located in Nairobi. All level five referral hospitals act as referral hospitals to their district hospitals and also the middle between district and national hospital. The district health management board and the team of district health management manage the district hospitals. At the sub-district level, health care services are being provided by dispensaries and health centres where minor illnesses are being addressed and catered (for [https://www.rvo.nl/sites/.../2016\\_Kenyan\\_Healthcare\\_Sector\\_Report](https://www.rvo.nl/sites/.../2016_Kenyan_Healthcare_Sector_Report) ).

The health ministry provide support to the health services provided by organizations which are non- governmental in numerous ways. Community-based organizations and non- governmental organizations take on specific health service depending on their relative advantages. The health ministry provides support to this organizations by offering drugs and vaccines and also training their staff ([www.business-sweden.se/contentassets/.../healthcare-sector-in-kenya](http://www.business-sweden.se/contentassets/.../healthcare-sector-in-kenya)). The improvement of Kenya in the health sector has been realistically promising as compared to other countries in sub-Saharan Africa. Increased rates of diseases occurrence and premature death in sub-Saharan Africa are costing the continent extremely. Poor health causes suffering, pain and makes millions of people un- able to cope with life. Poor health restraints development of human capital, hinders entrepreneurial activities and grasps back economic growth (Bedi, Mwambu, Kimalu, Manda, Nafula, & Kimenyi, 2004).

The health sector firm is one of the industries in Kenya which has faced a lot of challenges. This has been witnessed by numerous strikes and industrial unrest in the industry. As a result, there has been several reports of death of patients and also patients

seeking alternative means of treatment. Kenyan citizens still believe that county governments still lack adequate leadership skills to effectively run the public hospitals. The main reason however according to World Bank Report (2012) is that the decision was made without involving the health sector employees or the employee representatives. This was further worsened by the view that, county governments are managed by politicians who believe in sovereignty for decision making (Gatonye, 2014). If workers are not allowed to participate, they will not obey to the goals and procedures defined in the system (Bellens & Vloeberghs, 1996). Hilda and Okechukwu (2014) suggest that, labor differences originate from the omission of employees in making decisions in matters that affect them directly.

#### **1.1.4 Machakos Level Five Hospital**

Machakos Level Five Referral Hospital was elevated from its humble beginnings as a dispensary to the present state. In 1945, the hospital became a health center for some time before being converted to a provincial hospital. The hospital was later relegated to a district hospital due to change of administrative boundaries. In 1983, the hospital out – patient department block was opened. It was elevated to level five hospitals in 2008 through a Kenya gazette notice. The newly refurbished Machakos Level Five was commissioned to a Referral Hospital in May 27, 2015. The hospital is now offering key services that were previously non-existent through its installation of modern medical equipment. Machakos Level Five Referral Hospital was declared the cleanest public facility in the country by the first lady, Margaret Kenyatta while on official tour in to the county in June 2014. The hospital has also established an infrastructure to aid in telemedicine which makes it possible for doctors to consult with those at the Kenyatta National Hospital through video-link.

According to Governor of Machakos County, the county government is also in the process of employing over 300 health workers among them consultants, radiologists, lab technicians and anesthetics in bid to strengthen the workforce. In August 2014, the hospital signed the memorandum of understanding with Mount Kenya University. Under the memorandum of understanding, staff and students from the Mount Kenya University School of pure and applied sciences, pharmacy, health science, nursing and medicine are

to use the Machakos Level Five Referral Hospital for research, public health practice, clinical and teaching. Also, students are expected to get practical attachment in the hospital. In return, Mount Kenya University will support the hospital in grant access to its facilities, laboratories, staff capacity development and other amenities. However, the Machakos Level Five Referral Hospital just like other public medical facilities in the country has been faced by the major setback of persistent stand-offs, go-slows and strikes. A doctor attached to the hospital was in March 2015 arraigned before the Machakos law courts for allegedly stealing drugs from the hospital with intentions of selling them to patients in his private hospital.

Machakos Level Five Referral Hospital is a public hospital located in Machakos town constituency, Machakos County. It is owned by the ministry of health. The hospital offers services like basic emergency obstetric care, family planning, tuberculosis treatments, curative out-patient services, caesarean section, prevention of transmission of HIV from mother to child and many other services. The hospital has adopted various empowerment practices in the organization which include training and provision of proper tools and equipment. On the other hand, there is no proper employee compensation, delegation of authority and also employee involvement in decision making. In reality, there is a very low degree of employee empowerment in Machakos Level Five Hospital. This has been witnessed by numerous strikes and industrial unrest. As a result, there has been several reports of death of patients and also patients seeking alternative means of treatment <http://kehpc.org/hospital-machakos-level-5-hospital/>.

## **1.2 Research Problem**

Efficient use of the human resources to enable achieve business success has given rise to employee empowerment and job satisfaction. Most Organizations put employee empowerment programs in place with aim of creating the link between empowerment and job satisfaction. Organizations implement employee empowerment practices with the aim of overcoming work dissatisfaction and enhance employee commitment. Job satisfaction is the backbone for workers productivity in any business because it leads to reduced employee turnover, employee commitment and decreased absenteeism (Rana & Singh, 2016). Employees who are satisfied with their jobs are well motivated while



those who are dissatisfied with their job drag the company backwards. Spreitzer, Kizilos and Nason (1997) carried out a study to determine a dimensional analysis of the relationship between psychological empowerment and job satisfaction and their findings indicated that, empowered employees are more satisfied with their jobs. Rana and Singh (2016); Choong and Lau (2011); Ning, Zhong, Libo and Qiujie (2009) carried out a study to determine the relationship between workers empowerment and job satisfaction and their findings indicated a substantial and constructive relationship between workers empowerment and job satisfaction.

While the management has the duty to create environment that values employee empowerment, employees should accept the opportunity and proof that they are capable and willing to be empowered. Various empowerment practices that Machakos Level Five Hospital has used to empower its employees include training and provision of proper tools and equipment. On the other hand, there is no proper employee compensation, delegation of authority and also employee involvement in decision making. In reality, there is a very low degree of employee empowerment in Machakos Level Five Hospital. This has been witnessed by numerous strikes and industrial unrest. As a result, there has been several reports of death of patients and also patients seeking alternative means of treatment. Employees in Machakos Level Five Hospital need to be empowered through combination of proper compensation, involvement in making decisions that directly affect them, training and provision of proper tools and equipment that will enhance employee job satisfaction. This will enable the organization to have a competitive advantage and also able to achieve its goals and objectives.

Mazdarani and Chigozirim (2008) studied the effect of workers empowerment on service worth and consumer satisfaction at Lansforsakringar bank in Sweden. From their investigation, the writers initiated that empowerment inspires the employees in to a greater service and creates a superior sense of satisfaction with their work. The researchers also detected a relationship amongst workers empowerment, service quality and consumer satisfaction. Seun (2016) did a study to find out the effect of employee empowerment and job satisfaction in bank Lagos Nigeria and the outcome showed a positively substantial relationship amongst employee empowerment and job satisfaction.

Spreitzer, Kizilos and Nason (1997) carried out a study to determine the dimensional analysis of the relationship between psychological empowerment and job satisfaction in California and their findings indicated that, empowered employees are more satisfied with their jobs. Choong and Lau (2011) carried out a study to determine the effect of psychological empowerment on job satisfaction in Malaysia's electrical business and their findings indicated a substantial and constructive relationship between workers empowerment and job satisfaction. Ning, Zhong, Libo and Qiuji (2009) carried out a study on the impact of workers empowerment on job satisfaction in China and the findings concluded that, there is a strong positive relationship between employee empowerment and job satisfaction. Lwangasi (2008) did a study on the relationship amongst empowerment and job satisfaction on employees in non-governmental sector in Kenya which showed that there was significant relationship between the two variables. Muindi (2011) carried out a study to inspect the relationship amongst involvement decision making and job satisfaction in academic workforce in public University of Nairobi and the outcomes indicated that, a substantial positive relationship is found to occur amongst job satisfaction and involvement in decision making. From the aforementioned studies, there was clear indication that most studies were done in the banking sector, institutions of higher learning and non-governmental organizations and none of the studies has focused on the health sector thus presenting a contextual gap. There was therefore a need to fill this knowledge gap by addressing the research question, "what is the effect of employee empowerment on job satisfaction at Machakos Level Five Hospital in Kenya?"

### **1.3 Research Objective**

The main objective of the study was to determine the effect of employee empowerment on job satisfaction at Machakos Level Five Hospital.

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

The findings of this study are meant to directly contribute to the existing literature through adding a body of knowledge in the area of study. The research is also meant to be a source of knowledge to the other researchers who are interested in the same area of study. Students and researchers will discover this study as a valued guide in carrying out

further research in this part and will also provide guidance on discussions about the importance of employee empowerment in organization that will enhance employee job satisfaction and improved performance.

A healthy nation is beneficial to the economy. Since the research is touching on the health and wellbeing of the people it is meant to advance the aims of the vision 2030. In addition, the study is meant to help the government policy makers to be able to come up with favorable programs and policies that enhance employee empowerment and job satisfaction hence making the health industry be able to achieve its goals and objectives.

The study is meant to provide knowledge to the current and future human resource managers in Machakos Level Five Hospital, health sector industry and other industries about the most pertinent empowerment practices to put in place considering their benefits in to the organization. It advocates the need to empower and retain qualified, skilled and experienced employees in the organization who will help the organization achieve its goals and objectives.

## CHAPTER TWO

### LITERATURE REVIEW

#### 2.1 Introduction

This section examines the literature which is relevant to the research under study. It involves theoretical review, forms of employee empowerment, factors that influence job satisfaction, employee empowerment and job satisfaction.

#### 2.2 Theoretical Review

There is an enormous literature on what satisfies an individual and what does not. Theories which describe job satisfaction include;-

##### 2.2.1 Fulfilment Theory

According to Herzberg's (1976) fulfillment theory, the base of satisfaction of employees is by fulfilling their needs and demands and also be able to get their wishes. Employees are contented if their needs and demands are fully provided. The more an employee earns, the more he is satisfied and the lesser the amount an employee earns, the less he is satisfied. The theory can be linked in to the study in the sense that, when the demands of the workers are fulfilled it leads to satisfaction. This indicate proper employee compensation will lead to job satisfaction.

The advocates of this theory measure satisfaction in the context of the level in to which employees' desires are fulfilled or the rewards which an employee receives. They further suggested that, there is a positive significant relationship amongst job satisfaction and the anticipated needs. Another important variable that should be involved to forecast job satisfaction is the ability of the person's desire in a particular area (Herzberg, 1976). The fulfilment theory headed to the growth of the discrepancy theory of job satisfaction. The advocates of this theory suggest that satisfaction is the result of what an individual receives from his job state and what he thinks he should obtain from the job. Job satisfaction and job dissatisfaction are results of alleged relationship amongst what are wants from ones' job and what an individual observes the job offering (Locke, 1969).

According to Herzberg's (1979) job satisfaction results from employees' perception on how best the job offers those things observed to be vital to the employee. Job satisfaction results from employee comparison on what is deemed to be important to him in the job. The findings indicated a strong evidence that people want their needs fulfilled in order to be satisfied with the job. The fulfilment theory act as a good foundation from which primary researchers established job satisfaction theories. The amount of satisfaction rest on the employee own needs, expectations and also the working condition. The theory presented that, human actions are directed towards goal achievement. The theory is based on faith that, employee needs must be fulfilled for the employee to be satisfied.

### **2.2.2 Discrepancy Theory**

According to Locke (1969) discrepancy theory is based on what employees are expecting and what they are getting from the job. The hopes of employees about their work is more significant which is being based on expectations of the employee in the job. The theory informs in to the current study in the perception that, when employees develop awareness of a deficiency in their ability, they are inspired to achieve it. For example, if employee has deficiency in performance, it indicates training needs empowerment to enhance good performance. The discrepancy amongst what they know and what they want to know motivates them to make the anticipated effort hence enhancing job satisfaction.

The discrepancy theory emphasis on what does the employees expect from the job and also what does the employee expect to get from the job. Employees are satisfied when their expectations are taken care of Locke (1969). According to Luthans (2005) provision of those things which are viewed to be important by the employee leads to job satisfaction. The discrepancy theory has also its share of criticism. What is considered to be deficient for someone may not be necessarily a deficiency to another. This has given interest to more researchers to study in the area to be able to determine what can fully satisfy an individual and achieve improved performance in the organization.

The discrepancy led to the growth of equality theory of job satisfaction which observes that an individual satisfaction is based on his/her alleged equity which is also determined by employees' contribution in to the job and what an employee expects the job to provide to him linked to his assessment of others contribution in to the job and what they receive

from the job. The balance between employees input and job output is the apparent ratio of what an individual gets from his job comparative to what he adds to the job (Adams, 1963). In equity theory, employees ponder about what are his credentials input in to the work and the job's input to him. It means developing an attitude of employee against the work he does. If the employee is paid over his work he will feel guilty and if he is paid below what he deserves his feels in just.

### **2.2.3 Motivator – Hygiene Theory**

The motivator-hygiene theory advocates that, job satisfaction and dissatisfaction are two distinct separate theories. The motivating factors like achievement and recognition, benefits and pay must be met in order for a worker to be satisfied with the job. Hygiene factors on the other hand such as company policies, interaction with other employees, job security, quality of management and working conditions are linked with job dissatisfaction (Herzberg's, 1959). According to Hertzbergs, certain intrinsic factors can directly motivate workers and cause satisfaction. The motivators are based on internal feelings and personal perceptions as well as achievement, the work itself, experience and opportunity for advancement and growth. On the other side, the hygiene factors which causes dissatisfaction comprise of supervision, job security, interpersonal relationships, company policy and physical working environment (Waheed, 2011). According to Herzberg's motivator- hygiene theory, the key determinants of worker satisfaction are intrinsic factors. According to Ghafoor (2012) hygiene factors do not motivate employees.

The motivator - hygiene theory suggests that, when the hygiene factors are low or high, the worker is dissatisfied. Whether a worker is satisfied or not, it rests on the motivator factors. When these motivators are achieved, the worker is believed to be satisfied. The motivator- hygiene theory informs in to the current study in the sense that, the motivating factors like achievement and recognition, benefits and pay must be met in order for the worker to be satisfied with the job. Herzberg's motivation - hygiene theory has also been criticized. The theory does not provide the distinction between the dissatisfaction and the satisfaction. The motivating factors and the hygiene factors the level of satisfaction cannot be predicted (Stello, 2011).

## **2.3 Forms of Employee Empowerment**

Various forms of employee empowerment include training, provision of tools and equipment, proper compensation and involvement of employees in decision making.

### **2.3.1 Training**

Training is one of the important activities in which human resource officer can use to manage human resource in the organization. Training is a method that empowers workers to attain skills and knowledge so as to accomplish their responsibilities in effective and efficient manner (Armstrong, 2006). Training also refers to the approaches used to advance skills to employees to perform their job (Dessler, 2008). Training is also used as a tool to increase effectiveness and efficiency to employees in order to increase their performance (Hunsaker & Cook, 2001).

According to Dessler (2008) training process starts by determining training needs. The training need analysis depends on whether you want to train a new or current employee. Armstrong (2006) states that, effective training leads to improved individual performance in terms of output and also employee is able to cope with changing environment. Training enables an employee to provide high level service to customers, reduce accidents at workplace, produce high quality goods hence high sales to the organization and in return the employee is able to gain higher reward leading to greater job satisfaction to the employee.

### **2.3.2 Provision of Proper Tools and Equipments**

The workplace situation plays a vital role to the workers. The environment in the place of work acts as an important factor for keeping and/or accepting the jobs. The quality of environment determines the degree of employee productivity, motivation and subsequent performance (Dressler, 2008). A scientific study carried out by Roelofsen (2002) proposed that improving the working environment leads to reduction in a number of absenteeism and complaints and also leads to increase in productivity.

Equipments that workers use in their job has to be correctly and functional to evade injuries or decreased output of a worker. It is essential that, workers should be trained on how to work with the tools and equipment because poor equipment management can lead

to accidents or decrease in output of a worker no matter how much equipment was suitable. Employees training should also advocate to an appropriate use of protective equipment (Buble, 2006). Barry (2012) stated that technology equipment and tools can increase or limit productivity. Even if employee is motivated, highly trained and engaged cannot be very productive when provided with insufficient equipment and tools to do their job. In areas where technology dominates, a failure to deliver updates to the technology or adequate training can radically slow down productivity of employees.

### **2.3.3 Proper Employee Compensation**

Compensation is a method of providing financial worth to workers for their work they accomplish. Payment can be used as a tool to reward performance, hire capable employees and inspire company loyalty by reducing employee turnover. Compensation may comprise of bonuses, basic pay, accommodation allowance, overtime, medical allowance, profit sharing and commissions. A study done by Hay argues out that 20% workers plan to shift their present situations in at least five years. Employee turnover has turned in to a more prominent part of organizational life. The application of employee retention compensation strategies has seen a substantial growth over the last five years. A study done by Frye (2004) illustrated a positive association amongst compensation and organization performance. Frye (2004) stated that, compensation strategies perform an important part in retaining and recruiting skilled employees. Most of the firms use performance-based compensation to encourage employee's performance (Brown, 2003).

Wright, (2003) stated that human resource manager should mix performance and compensation method to enhance employee's performance. Soeters and Teseema (2006) show a substantial association amongst compensation and employee's performance. Employers should view compensation as a favorable practice which heavily impact on employee turnover, recruitment and productivity.

### **2.3.4 Employee Involvement in Decision Making**

Employee involvement in decision making involves forming an environment in which workers are empowered to create their choices and take actions that are relevant to their jobs. Worker involvement in decision making assist the organization in holding its employees, encourage commitment of employees and also fosters an environment where



employees are contributing and motivated. Claydon and Beardwell (2007) defines employees' participation as the delivery of power by the managers and owners of organizations to employees of the organization. It refers to the direct participation of workers in making decisions relating to their work.

Moorhead and Griffin (2004) defined decision making as choosing between alternatives. It can also be defined as result of mental processes which leads to choosing of a course of action between several options. Each of the numerous options is related to various outcomes. The person making the decision chooses alternatives based on his/her evaluation of the information (Moorhead & Griffin, 2004). The extent of participation is determined by factors such as nature of the task and the experience of the person. The more the unstructured the task is, the more the participation of the employee and also the more the experienced an employee is the more the participation in decision making (Luthans, 2005). Employee involvement in decision making increase motivation, job satisfaction and commitment of an employees and also the employee feels involved in the success of the organization (Peacock & Mullins, 1991). Suggestions proof that when employees are involved in decision making, there is greater organizational commitment, staff absenteeism is minimized, there is improved performance of employee, leads to greater job satisfaction and also reduced turnover of employees (Moorhead & Griffin, 2004; Luthans, 2005).

## **2.4 Factors that Influence Job Satisfaction**

The key issues influencing job satisfaction includes the work itself, pay, promotion, working condition, the work group and supervision.

### **2.4.1 Compensation and Benefits**

Compensation is the rewards which employee gets as a return for the work done to the organization. Wage is a major factor in job satisfaction Luthans (1992). Monetary value assist people to attain their basic needs and also provide the upper-level need of satisfaction. Compensation may be in two types namely financial compensation and non-financial compensation. Financial compensation includes pay that is given in form of salary and wages. There is also indirect financial compensation which may include paid leave, benefits, education, and retirement plans as part of shared contract between

employer and employee. Non-financial compensation involves career development, authority, feeling of achievement, advancement to opportunities and recognition at work (HR council, 2005). According to UK Essays (2013), benefits is the value which employees get in form of return due to employees' contribution to the business other than in form of payment. Compensation can also be based on job condition, employee skill and knowledge, job structure as well as employees' performance. Employees will measure the compensation and benefits based on the performance. According to Ismail, Hamid, Mohamed, Girardi, Sulaiman, and Abdullah (2011) compensation affect job satisfaction of workers directly.

However, to improve employee's productivity and efficiency, there must be fair financial compensation. Pay systems helps to motivate and retain employees hence making the organization to be competitive. Pay system also has a major positive impact on job satisfaction. According to Ibrahim, Ismail and Girardi (2009) fairness in reward provision in organization increase the job satisfaction level of employees. Also, compensation should be flexible to enable increase the variable pay like bonus and gain sharing. According to Igalens and Roussel (1999) benefits include employee welfare programs, allowances, complementary pension plans and perquisites health insurances. Organizations should adopt compensation systems that will enable achieve organizational success and enhance job satisfaction of employees like performance based pay, pay based on skill and others (Myer, 2013). Workers frequently see salary as a replication of how management views their input in to the organization. Workers are more satisfied when they see they are compensated properly for the work they do. According to Khan, Bashir, Faheem and Ghazanfar (2011) compensation effect on employees working behavior and level of job satisfaction.

#### **2.4.2 Working Environment**

Working environment plays a key role in determining feeling of the employees towards their job. Employees bring a positive effect to the company if they meet job satisfaction. In order for organization to achieve its success in this competitive world, it must ensure it has the right human resource. Satisfied and happy workers is the biggest asset of company. If employees are satisfied with their working condition, there was to low

number of employee turn-over and absenteeism in the company. Good working environment helps employee feel secured hence increasing company profitability and productivity. Happy and satisfied employees attract customers while unsatisfied employees with the job may less attract customers. According to Gregory and Smith (2010) a poor work environment might force employees out of their work hence leading to poor performance and decreased job satisfaction of employees. Therefore, organization should create a good working environment to the workers in order to increase their job satisfaction and work performance. In order to retain qualified, skilled and experienced employees in to the organization, management of the company should be able to create a good working environment.

According to Bola and Adekola (2012) there is a significant relationship between job satisfaction with policies, advancement to the organizational commitment and working condition. Further, He found out that management of the organization can increase the level of commitment in organization by increasing job satisfaction with policies, advancement and working condition. According to Muindi (2011) if the working conditions are worthy, the employees was too comfortable while carrying out their activities and if the working conditions are unfavorable, employee will find it more difficult to perform his job. According to Sun (2002) people want to work in comfortable, clean, enough equipped and safe environment. According to Green (2000) people want to work in conditions such as appropriate noise, temperature and lighting. People feel uncomfortable when they are distracted by unnecessary noise (Brusher & Bridger, 2011). In addition, improvement of workers skills, knowledge and abilities help improve workers job satisfaction. According to Lee and Jin (2012) training, involvement of employees in decision making and career development helps employees increase their positive feelings towards their job.

### **2.4.3 Supervision**

According to Yang (2011) supervision positively affects employee job satisfaction. Since supervisors are representatives of the organization, if they are helpful and supportive, workers perceive the institution the same (Emhan, 2014). Supervisors and subordinate communication determines employees attitude towards their work. Supervisors

management style also important in determining job satisfaction for example, managers who are good leaders and allow employees to participate in decision making make employees to be satisfied with their job (Singh & Jain, 2013). Lack of proper communication between supervisors and employees negatively effects employees job satisfaction. For example, managers who are good leaders and allow employees to participate in decision making make employees to be satisfied with their job (Singh & Jain, 2013).

Supervisor support is a key factor in employee retention. Supervisor support is the degree to which management cares about their employee welfare and value their contributions. A manager with high supervisor support makes workers feel appreciated, cared about and heard. According to Coffman and Buckingham (1999) talented employees may join in an organization due to its corporate image and the relationship with the immediate supervisor. A study conducted by Friedlander and Margulies (1969) found out that, friendly staff relationships lead to job satisfaction. According to study done by Politis (2001) to inspect relationship between information gaining attributes and leadership style in information gaining industry, the findings indicated that leadership style that encourage participative decision making is positively related to essential information gaining. According to Camargo and Collins (2005) supervisor training enhances improved job satisfaction because supervisors can portray themselves as role model by demonstrating proper techniques to the employee to understand how job should be done.

#### **2.4.4 Relationship with Co-workers**

According to Yang (2011) workers who have good relationship with their co-employees are more satisfied with their jobs. Basar (2011) states that, workers prefer to work with people who are supportive, friendly and cooperative. According to Besiktas (2009) employees spend most of their times with their co-workers and this impact positively on their job satisfaction. The nature of work group will also have an influence on job satisfaction for example, workers who are friendly and co-operative are a source of job satisfaction to individual worker. The work group itself act as a source of assistance, support and comfort to the individual employee.

In the perspective of management as part of co- worker, management should ensure the content of the work itself will enhance job satisfaction by placing the right employee in the right job where he can exploit his talents fully and also providing employees with interesting and challenging work. Also, workers are more satisfied when they have sufficient authority and freedom to do their jobs (Muindi, 2011). Managers should allow employees to participate in decision making to make them have job satisfaction (Singh & Jain, 2013). Promotional openings appear to have an effect on job satisfaction, for example, a worker who is promoted on the basis of performance experience more job satisfaction.

## **2.5 Employee Empowerment and Job Satisfaction**

Empirical studies have described that, empowerment is a significant predictor of job satisfaction. Empowered employees are more satisfied with their jobs (Kizilos, Spreitzer & Nason, 1997). Rana and Singh (2016) did a study to find out the link between employee empowerment and job satisfaction in IT industry in India. The study consisted of 475 employees as respondents and it took a period of eight months and established that employee satisfaction can be attained through empowerment.

Akbar, Yousaf, Hag and Hunjra (2011) did a study to find out the relationship amongst worker empowerment and job satisfaction in Pakistani Service industry involving 200 employees as respondents. The outcome stated that, worker empowerment has significant impact on job satisfaction. Raza, Mahmood, Owais and Raza (2015) carried out a study on the influence of employee empowerment on job satisfaction on staffs in corporate Banking sector in Pakistan and involved 24 employees as respondents. The research took period of nine months and established that there is significant impact of empowerment on job satisfaction.

Mushipe (2011) carried out a study based on the Zimbabwe worker participation model that emphasizes on three areas which are information sharing, decision making, and power sharing. The tested population was 140 respondents. The results showed that, worker empowerment has a positive impact on job satisfaction. Seun (2016) carried out a study on the effect of employee empowerment and job satisfaction in a bank in Lagos using a sample 140 respondents. The study took period of six months and the outcome presented

a positively relationship that exist amongst employees' empowerment and job satisfaction.

Orute, Mutua, Musiega, and Maside (2015) carried out a study to investigate the effect of management style on employee job satisfaction involving 93 employees as respondents. The study concluded that, management style has a significant effect on employee job satisfaction. Muindi (2011) carried out a study to inspect the link between participation decision making and job satisfaction between academic workforce in public University of Nairobi involving 50 employees as respondents. The findings showed that a significant positive relationship was found to exist amongst job satisfaction and participation in decision making.

## CHAPTER THREE

### RESEARCH METHODOLOGY

#### 3.1 Introduction

The section lays down the methodology elements utilized in performing this survey. It is composed of population of the study, study design, methods and instruments of collecting data and data analysis.

#### 3.2 Research Design

Descriptive survey design was utilized in conducting this study which aims at evaluating the effect of employee empowerment on job satisfaction in Machakos Level Five Hospital. The reason for adopting descriptive survey design is that the research seeks the perception of employees on the various variables of interest and hence the respondents are meant to give information based on their work experiences, and tapping on their memories.

According to Mugenda and Mugenda (2003) descriptive study design aims at obtaining descriptive information regarding prevailing portents by enquiring from peoples regarding their opinions, attitudes, and behaviors. The particular context which holds the entire survey together is study design. Study design is utilized to restructure the survey so that all the major parts of the study such as measures, samples/groups, programs or treatments, and assignment methods that functions together to ensure the key research questions are clearly addressed are reflected. Further, adoption of the study design is significant as the main objective of the survey is to try and establish a relationship between various variables.

While conducting this survey, the qualitative research approach was utilized. Qualitative study approach entailed the researcher asking people questions using structured means in which they expected to provide hard facts and statistics to guide the survey. Since the study involved a census survey, realization of statistical results was easily achieved.

### **3.3 Target Population**

Population is defined by Mugenda and Mugenda, (2011) as a well- defined set of events, objects, people, services, elements and group of things or households that are being examined in a research. In this case, the target population was all employees of Machakos Level Five Hospital who are 130 in total. A census survey was to done.

### **3.4 Data Collection**

Structured and unstructured Questionnaires were used by the researcher to collect the required data. Using structured and unstructured Questionnaires in this study is perceived to be very useful since the researcher was able to collect a wide range of information from the study respondents. A drop and pick approach method was used when administering the questionnaires. The researcher was also available to help the respondents in case of any issues in filling the questionnaires and also ensure maximum response rates. The questionnaires were close ended questions. In addition, incidences of biasing error throughout the survey was minimized through the adoption of this study instrument. Further, the study instruments also provide a greater anonymity for the research respondents.

The information which was intended to be collected through these questionnaires include employee general information on their education level, work experience and age. Appropriate and meaningful primary data for use in the study was collected using the set of structured questions. In this research, questionnaires were very useful in data collection since they are simple to administer, analysis and scoring of items (Mugenda & Mugenda, 2003). The relevant study information was easily captured by dividing the questionnaire into three sections, section A covered demographic data, section B covered statements on employee empowerment and section C covered statements on job satisfaction.

### **3.5 Data Analysis**

The data collected from the primary sources was organized systematically in such a way that its analysis was much easier. To carry out data analysis, data coding, preparation of the collected data, data editing and data cleaning was involved in order to facilitate its processing. Descriptive statistics comprising of measures of central tendency such as



mean and standard deviations as well as the measures of dispersion such as variance and range was used. Regression analysis was done to establish the effect of employee empowerment on job satisfaction. Thereafter, tables were used to present the study results in order to facilitate ease of understanding and interpretation of the results generated as well as the recommendations from the outcomes.

The regression model used is as stated below;

$$Y = B_0 + B_1X_1 + B_2X_2 + B_3X_3 + \Sigma$$

Where:

Y = Job Satisfaction

X<sub>1</sub> = Training

X<sub>2</sub> = Tools and Equipment

X<sub>3</sub> = Decision making

B<sub>0</sub> = Constant

B<sub>1</sub> - B<sub>3</sub> = Regression Co-efficients

Σ = Error term.

## CHAPTER FOUR

### DATA ANALYSIS, FINDINGS AND DISCUSSION

#### 4.1 Introduction

This section involves the presentation and interpretation of the research findings obtained from the field. This chapter also presents the analysis of the findings based on the objectives of the study.

#### 4.2 Response Rate

**Table 4.1: Response Rate Analysis**

	<b>Frequency</b>	<b>Valid Percent</b>	<b>Cumulative Percent</b>
Responded	91	70	70
Not Responded	39	30	30
Total	130	100.0	100.0
<b>Total</b>	<b>130</b>		

*Source: Field Data (2017)*

From the table 4.1 above, the study targeted a population of 130 respondents. Ninety-One (91) respondents filled and returned the questionnaires hence making the response rate to be 70 percent hence deemed sufficient for conducting the analysis. This view concurs with Sekaran (2008) who stated that, if the return rate of the respondents exceeds 50%, it is sufficient for conducting analysis.

#### 4.3 Demographic Characteristics

In this section, the questionnaire covered the demographic characteristics of the respondents which includes; gender, years worked in the health sector, academic qualifications, job group and the job title.

### 4.3.1 Gender

**Table 4.2: Gender Analysis**

	<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cumulative Percent</b>
Male	44	48.4	48.4	48.4
Female	47	51.6	51.6	100.0
<b>Total</b>	<b>91</b>	<b>100.0</b>	<b>100.0</b>	

*Source: Field Data (2017)*

In Table 4.2 above, majority (51.6%) of the respondents were female while (48.4%) were male. This implied that, majority of the employees in Machakos level five hospital are females.

### 4.3.2 Years Worked in Machakos Level Five Hospital

**Table 4.3: Years Worked in Machakos Level Five Hospital**

	<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cumulative Percent</b>
1 – 5 Years	32	35.2	35.2	35.2
6 – 10 Years	25	27.5	27.5	62.6
11 – 15 Years	7	7.7	7.7	70.3
16 – 20 Years	15	16.5	16.5	86.8
Above 20 Years	12	13.2	13.2	100.0
<b>Total</b>	<b>91</b>	<b>100.0</b>	<b>100.0</b>	

*Source: Field Data (2017)*

The table 4.3 above shows the analysis of the number of years the respondent has worked in Machakos Level five hospital. According to the data obtained, respondents who have worked in the organization for 1- 5 years are 35.2 %, 6 – 10 years are 27.5 %, 11 – 15 years are 7.7 %, 16 – 20 years are 16.5 % and 13.2 % of the respondents have worked in the organization for more than twenty years. This information will enable the researcher to know if the respondent has adequate knowledge about the organization.

### 4.3.3 Academic Qualification

**Table 4.4: Academic Qualification Analysis**

	Frequency	Percent	Valid Percent	Cumulative Percent
Diploma	20	22.0	22.0	22.0
Degree	30	33.0	33.0	54.9
Masters	15	16.5	16.5	71.4
PHD	14	15.4	15.4	86.8
Certificate	12	13.2	13.2	100.0
<b>Total</b>	<b>91</b>	<b>100.0</b>	<b>100.0</b>	

*Source: Field Data (2017)*

From the table 4.4 above, out of Ninety-One respondents who filled and returned their questionnaires, 22 % of them had diploma, 33 % had degree, 16.5 % had masters, 15.4 % had doctor of philosophy and 13.2 % had certificate. Therefore, majority level five employees in Machakos are degree holders.

### 4.3.4 Job Group

**Table 4.5: Job Group Analysis**

	Frequency	Percent	Valid Percent	Cumulative Percent
K	46	50.5	50.5	50.5
L	25	27.5	27.5	78.0
M	15	16.5	16.5	94.5
N and above	5	5.5	5.5	100.0
<b>Total</b>	<b>91</b>	<b>100.0</b>	<b>100.0</b>	

*Source: Field Data (2017)*

From the research findings as indicated by table 4.5 above, 50.5 % of the respondents had job group K, 27.5 % had job group L, 16.5 % had job group M and 5.5 % had job group N and above.

### 4.3.5 Job Tittle

**Table 4.6: Job Tittle Analysis**

	<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cumulative Percent</b>
Doctor	5	5.5	5.5	5.5
Laboratory Technician	25	27.5	27.5	33.0
Nurse	20	22.0	22.0	54.9
Subordinates	41	45.1	45.1	100.0
<b>Total</b>	<b>91</b>	<b>100.0</b>	<b>100.0</b>	

*Source: Field Data (2017)*

From table 4.6 above, 5.5 % of the respondents were doctors, 27.5 % were laboratory technician, 22% were nurses while 45.1% of the respondents were subordinates. This indicated that most of employees in Machakos level five are subordinate staffs.

### 4.4 Employee Empowerment

Under this section, the researcher determined several aspects regarding employee empowerment and how it contributed towards improved employee job satisfaction. Under the employee empowerment, the study looked at various aspects of employee empowerment that impact on the employees' job satisfaction. They include training, provision of proper tools and equipment and involvement of employees in decision making.

#### 4.4.1 Training

The researcher sought to determine several aspects of training that contributed to employee job satisfaction and performance. The results are provided in Table 4.7.

**Table 4.7: Training**

	<b>N</b>	<b>Mean</b>	<b>Std. Deviation</b>
Training to increase organizational performance and job satisfaction	91	3.860	.693
Training opportunities for individual development	91	3.570	.910
Training for improvement of employee morale	91	3.620	.860
Training for enhancement of change management	91	3.900	.730
<b>Average Mean</b>	<b>91</b>	<b>3.738</b>	<b>0.798</b>

*Source: Research Data (2017)*

The results revealed that training helped employees in Machakos level five hospital to increase organizational performance and job satisfaction whose mean was 3.860 and standard deviation of 0.693, helped employees achieve individual development whose mean was 3.570 and standard deviation of 0.910, improved employees morale whose mean was 3.620 and standard deviation of 0.860 and also enabled employees to be able to change with changing environment whose mean was 3.900 and standard deviation of 0.730. The grand mean was 3.738 with a standard deviation of 0.798. This was an indication that the respondents agreed that training enhanced employees' job satisfaction and performance in the organization. These results conform with findings of Armstrong (2006) who stated that, training is a method that empowers workers to attain skills and knowledge so as to accomplish their responsibilities in effective and efficient manner hence enhancing increased organizational performance and job satisfaction.

#### **4.4.2 Provision of Proper Tools and Equipment**

The researcher sought to establish several aspects of provision of proper tools and equipment that improved job satisfaction at the work place. The results are shown in Table 4.8.

**Table 4.8: Provision of Proper tools and Equipment**

	N	Mean	Std. Deviation
Provision of tools and equipment for performance	91	3.563	0.755
Right tools for performance	91	3.680	0.430
Provision of right tools to prevent job turnover and Absenteeism	91	3.650	0.431
Provision of tools and equipment as a basic right	91	3.820	0.494
Provision of necessary tools and equipment to motivate employees	91	3.680	0.430
<b>Average Mean</b>	<b>91</b>	<b>3.679</b>	<b>0.508</b>

*Source: Research Data (2017)*

The findings showed that employees were provided with right tools and equipment to perform their duties which lead to improved performance of the employees whose mean was 3.563 and standard deviation of 0.755, the provision of right tools and equipment was a basic right to every employees whose mean was 3.820 and standard deviation of 0.494, the provision of necessary tools and equipment motivated employees whose mean was 3.680 and standard deviation of 0.430, the provision of right tools and equipment prevented employee job turnover and absenteeism whose mean was 3.650 and standard deviation of 0.431. The grand mean was 3.679 with a standard deviation of 0.508. This was an indication that the respondents agreed that provision of right tools and equipment influenced job satisfaction and performance of employees in the organization. These results concur with findings of Roelofsen (2002) who conducted an extensive research and suggested that, provision of right tools and equipment to employees helps improve their working environment and productivity.

#### 4.4.3 Decision Making

The study sought to establish some aspects of decision making that enhanced employees' job satisfaction and performance. The outcome is depicted in Table 4.8 below :

**Table 4.9 Decision Making**

	<b>N</b>	<b>Mean</b>	<b>Std. Deviation</b>
Decision making participation leads to innovative environment in the organization	91	3.820	0.494
The organization involves employees directly in decision Making	91	2.41	1.325
Employees and union involvement in decision making leads to improved performance of employees	91	3.650	0.431
Employee involvement in decision making helps to lower the gap between supervisor and subordinates	91	3.912	0.561
<b>Average Mean</b>	<b>91</b>	<b>3.448</b>	<b>0.703</b>

*Source: Research Data (2017)*

The output revealed that, involvement of employees in decision making led to innovative environment in the organization whose mean was 3.820 and standard deviation of 0.494, improved employee performance whose mean was 3.650 and standard deviation of 0.4331, agreed that involvement of employees in decision making helps to lower the gap between supervisors and subordinates whose mean was 3.912 and standard deviation of 0.561. On the other hand, the respondents agreed that, the organization does not involve employees directly in decision making which had mean of 2.41 and standard deviation of 1.325. This has led to numerous strikes and industrial unrest in the industry hence



affecting their performance and job satisfaction. The grand mean was 3.449 and a standard deviation of 0.703. This implied that the respondents were neutral with regard to whether involvement of employees contributed to employees' job satisfaction and performance in the organization. What effected the overall result was that, employees are not involved directly in making decision which directly affect them by the management of the organization which impacted negatively on their job satisfaction and performance. These results conform with findings Moorhead and Griffin (2004) who stated that, employee involvement in decision making reduces staff absenteeism, leads to improved organizational commitment, reduced employee turnover and also leads to improved employee performance and greater job satisfaction.

#### 4. 4.4 Rating Employee Empowerment in Machakos level Five Hospital

**Table 4.10: Rating Employee Empowerment in Machakos level Five Hospital**

	Frequency	Percent	Valid Percent	Cumulative Percent
Very Good	4	4.4	4.4	4.4
Good	16	17.6	17.6	22.0
Fair	45	49.5	49.5	71.4
Poor	21	23.1	23.1	94.5
Very Poor	5	5.5	5.5	100.0
<b>Total</b>	<b>91</b>	<b>100.0</b>	<b>100.0</b>	

*Source: Field Data (2017)*

From the findings in Table 4.10 above, it was established that 49.5 % of respondents strongly agreed that, employee empowerment in Machakos level five hospital is fair, 23.1 % said was poor while 5.5 % said was very poor. Surprisingly, 17.6 % said that was good while 4.4 % said was very good. The reason why respondents were saying employee empowerment in Machakos level five hospital is fair is because there is provision of proper tools and equipment and training of the employees but no proper compensation and involvement of employees in decision making.

#### 4.5 Job Satisfaction

Under this section, the researcher sought to determine several aspects that affect employee job satisfaction. This include compensation and benefits, working environment, supervision and relationship with co- workers. The results are provided in Table 4.11 below;

**Table 4.11: Factors that Influence Employee Job Satisfaction**

	<b>N</b>	<b>Mean</b>	<b>Std. Deviation</b>
Retirement benefits on job security	91	3.81	.988
Compensation as measure of performance	91	4.01	1.100
Financial compensation on employee job satisfaction	91	3.84	1.223
Non-financial rewards on employee job satisfaction	91	3.96	1.074
Existence of effective reward system based on performance	91	2.20	1.400
Clean and interactive environment on job satisfaction	91	3.95	.970
poor working condition leads to employee become dissatisfaction with work	91	3.95	.970
Working environment at level five is as per health care professionals	91	3.87	.921
Effective supervision can determine employee attitude towards performing their duties	91	3.91	.950
Poor communication leads to lack of job satisfaction	91	3.80	.980
Supervisor support motivates employees	91	2.68	1.324

Good staff relationship leads to job satisfaction	91	3.92	.946
Level five has participative leadership style leading to job satisfaction	91	2.21	1.434
Co – worker relationship leads to job satisfaction	91	3.59	1.085
Team work leads to job satisfaction	91	3.53	1.078
Proper allocation of work leads to job satisfaction	91	3.53	1.036
Delegation of authority and freedom to employees to do their work leads to job satisfaction	91	3.53	1.036
Management to employee relationship leads to job satisfaction	91	3.64	1.160
<b>Average Mean</b>	<b>91</b>	<b>3.551</b>	<b>1.093</b>

**Source: Research Data (2017)**

The output in table 4.11 above revealed that, employees in Machakos level five hospital measured compensation and benefits based on performance whose mean was 4.01 with standard deviation of 1.100, agreed that financial compensation which is given in form of salary and wages influenced their job satisfaction whose mean was 3.84 and standard deviation of 1.223, non – financial rewards such as recognition and awards influenced their job satisfaction which had mean of 3.96 and standard deviation of 1.074, agreed that job security and pension schemes exist in the organization which made the employees feel satisfied with their job which had mean of 3.81 and standard deviation of 0.988. On the other hand, most of respondents agreed that an effective reward system that is based on performance of the employee does not exist in the organization which had mean of 2.20 and standard deviation of 1.400. This has affected employees job satisfaction and performance negatively. These findings agree with Frye (2004) who conducted a study which showed a positive significant relationship that exist between compensation and

employee performance because employees see compensation as how management recognize their input in to the organization.

From the results, majority of the respondents agreed that, existence of clean and interactive environment in their work environment made workers to be happy when doing their work thus increasing their job satisfaction which had mean of 3.95 and standard deviation of 0.970. This finding concurs with Gregory and Smith (2010) who found out that, a poor work environment might force an employee out of their work hence leading to poor performance and decreased job satisfaction of the employees. Also, most respondents agreed that, poor working condition such as inadequate space, noisy and uncomfortable surrounding make workers feel dissatisfied with their work which had mean of 3.95 and standard deviation of 0.970. In addition, most respondents agreed that, the working condition need to meet health and safety requirements for this is the basis of job satisfaction which had mean of 3.87 and standard deviation of 0.921. These findings concur with Sun (2002) who stated that, people want to work in comfortable, clean, enough equipped and safe environment and also Green (2000) who advocated that, people want to work in conditions such as appropriate noise, temperature and lighting. This implies that, clean and interactive environment is essential in organization because it enhances job satisfaction of employees.

According to table 4.11 above, most of the respondents agreed that, effective supervision determines employee attitude towards performing their duties which had mean of 3.91 and standard deviation of 0.950, most respondents agreed that lack of proper communication between supervisors and employees negatively affects on their job satisfaction which had mean of 3.80 and standard deviation of 0.980, most respondents agreed that the organization has friendly staff relationship which increased their job satisfaction which had mean of 3.92 and standard deviation of 0.946. On the other hand, most of the respondents strongly disagreed that level five has good leadership style that encourage participative decision making which negatively affected employee job satisfaction and job performance which had mean of 2.21 and standard deviation of 1.434. These findings agree with Singh & Jain (2013) who stated that, effective communication and good supervision style in organization positively affects employee

job satisfaction. This implies that, effective supervision style which recognize employees as important assets of the organization is essential to organizations for it enhances job satisfaction and improved performance of employees.

From this results in table 4.11 above, most of the respondents agree that, employees in Machakos level five hospital most of their time they spend with their co-workers who are friendly and this has impacted positively on their job satisfaction whose mean was 3.59 and standard deviation of 1.085. Also, most respondents agreed that, they work as a team in their units to ensure they accomplish their duty in time and effectively hence enhancing job satisfaction which had mean of 3.53 and standard deviation of 1.078. These findings agree with Yang (2011) who found out that workers who have good relationship with their co-employees are more satisfied with their jobs. In addition, Basar (2011) states that, workers prefer to work with people who are supportive, friendly and cooperative. It was also noted that, most of respondents believed that, management of Machakos level five hospital ensure the content of the work itself enhances job satisfaction by placing the right employee in the right job which had mean of 3.53 and standard deviation of 1.036. In addition, most of respondents agreed that, delegation of authority and freedom to employees to do their job led to job satisfaction which had mean of 3.53 and standard deviation of 1.036. This implied that, good staff relationship and team work is essential in organization if it wants to be competitive in the market place and also if it wants to achieve its goals and objectives. The average mean score was 3.551 and a standard deviation of 1.093.

#### **4.6 The Relationship between Employee Empowerment and Job Satisfaction at Machakos Level Five Hospital**

A regression equation was adopted in testing the hypothesis for this research on the link between employee empowerment and job satisfaction at Machakos level five hospital. The output is provided as follows:

**Table 4.12: Model summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.902 <sup>a</sup>	.814	.497	.623

a. Predictors: (Constant), Training, Tools and Equipment and Decision making

*Source: Research Data (2017)*

R is the correlation coefficient which shows the relationship between the study variables and from the table above, there was averagely strong relationship as shown by .902. Adjusted R squared is coefficient of determination which tells us the variation in the dependent variable due to changes in the independent variable. From the findings in the above table the value of adjusted R squared was 0.814 an indication that there was variation of 81.4% on job satisfaction due to changes in training, tools and equipment and decision making. The remaining 9.8% imply that it is covered by proper employee compensation and may be any other factors that lead to job satisfaction which were not discussed in the study.

**Table 4.13: Analysis of Variance**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	14.341	3	4.780	12.308	.000 <sup>b</sup>
	Residual	33.790	87	.388		
	<b>Total</b>	<b>48.132</b>	<b>90</b>			

a. Dependent Variable: Job Satisfaction

b. Predictors: (Constant), Training, Tools and Equipment and Decision making

*Source: Research Data (2017)*

From the ANOVA statistics, the processed data, which is the population parameters, had a significance level of 0.000 which shows that the data is ideal for making conclusions on the population's parameter as the value of significance (p-value) is less than 5%. Have significantly influence job satisfaction.

**Table 4.14: Coefficients<sup>a</sup>**

Model	Unstandardized		Standardized	t	Sig.	95.0% Confidence	
	Coefficients		Coefficients			Interval for B	
	B	Std. Error	Beta			Lower Bound	Upper Bound
(Constant)	2.566	.301		8.514	.000	1.967	3.165
Training	.114	.150	.155	.761	.449	-.184	.412
1 Tools and Equipment	.570	.191	.127	.482	.631	-.288	.472
Decision making	.218	.145	.291	1.507	.135	-.070	.506

a. Dependent Variable: Job Satisfaction

*Source: Research Data (2017)*

From the data in the above table the established regression equation was

$$Y = 2.566 + 0.114X_1 + 0.570 X_2 + 0.218 X_3$$

From the above regression equation, it was revealed that holding Training, Tools and Equipment and Decision making to a constant zero, Job satisfaction would be at 2.566. This means a unit increase in training would lead to an increase in Job satisfaction by a factor of 0.114, a unit increase in Tools and Equipment would lead to increase in Job satisfaction by factors of 0.570, and a unit increase in Decision making would lead to increase in Job satisfaction by a factor of 0.218. All the variables were significant as their significant value was less than ( $p < 0.05$ ). From the study findings, empowering employees by providing them with proper tools and equipment contributed more to their job satisfaction.

#### **4.7 Discussion of Findings**

Concerning the various aspects of employee empowerment, the respondents agreed that training is a method that empowered workers in Machakos Level Five Hospital to attain skills and knowledge to enable them to accomplish their responsibilities in effective and efficient manner. These findings concur with suggestions made by Armstrong (2006) who argued that training is a tool which empowers workers with skills and knowledge to enable them accomplish their work in effective and efficient manner. Also, the respondents agreed that the provision of proper tools and equipment by Machakos Level Five Hospital improved the working environment which led to reduction in number of employee absenteeism and complaints which in turn led to increased productivity of the employees. These findings conform with findings of Roelfsen (2002) who found out that improvement of the working environment leads to reduction of number of employee absenteeism and also increases employee productivity.

On the other hand, the respondents agreed that Machakos Level Five Hospital does not have proper employee compensation and also no involvement of employee in decision making. This negatively affected their performance and job satisfaction. These findings concur with findings of Moorhead and Griffin (2004) who found out that when employees are involved in decision-making, there is greater organizational commitment, staff absenteeism is minimized, there is improved performance of the employee, leads to greater job satisfaction and also reduced employees turn over. This is because the employee feels involved in the success of the organization. In addition, a study done by Frye (2004) concur with my findings that there is a positive association between organizational performance and compensation. This is because employees see salary as a replication of how management views their inputs in the organization.



## **CHAPTER FIVE**

### **SUMMARY, CONCLUSION AND RECOMMENDATIONS**

#### **5.1 Introduction**

This chapter gives the summary of findings and conclusions of the study. The chapter also presents recommendations and suggestions for further research in future.

#### **5.2 Summary of the Findings**

The overall main objective of the study was to determine the effect of employee empowerment on job satisfaction at Machakos Level Five Hospital. Specific objectives included to find out the effect of training on job satisfaction at Machakos Level Five, to assess the effect of provision of tool and equipment on job satisfaction at Machakos Level Five, to determine the effect of employee involvement in decision making on job satisfaction at Machakos Level Five and to determine the effect of proper employee compensation on job satisfaction at Machakos Level Five. A case study of Machakos Level Five Hospital in Machakos County was conducted through the use of a questionnaire that was administered to a total population of 130 respondents from which only Ninety-One (91) respondents filled and returned their questionnaires.

##### **5.2.1 Training**

The first objective was to find out the effect of training on job satisfaction at Machakos Level Five. There were several aspects that were examined in relation to training which included if the organization provides training opportunities to employees, if training enhances employee current job performance and satisfaction, if training improves employees' morale and if training helps employees to change with the changing environment. The study found that 90.1 % of respondents believed that, training helps to increase organizational performance. Again, 79.2 % of respondents believed that training opportunities helps to empower employees by equipping them with necessary knowledge, skills and abilities for more efficient teamwork and achieve individual development. It was also noted that 78 % of respondents agreed that training helps improve employee morale and also 71.4 % of respondents agreed that training helps an employee to change with changing environment. Empirical reviews concurred with this view that training

helps achieve individual development, enhance employee current job performance, improve employee morale and enable an employee to change with changing environment.

### **5.2.2 Tools and Equipment**

The second objective was to assess the effect of provision of tools and equipment on job satisfaction at Machakos level five and respondents were asked to rate this according to their opinions on various aspects which included provision of right tools for performance, provision of tools and equipment for prevention of job turn over and absenteeism and provision of tools and equipment as basic right. It was found out that 73.7 % of the respondents agreed that, the organization ensure that employees are equipped well to perform their duties while 73.6 % of respondents agreed that provision of right tools and equipment helps reduce employee turnover and absenteeism hence leading to increased productivity in the organization. It was also found out that 73.6 % of respondents agreed that, provision of proper tools, safety gear and equipment or subsidizing the purchase of protective clothing was a basic right for the staff working in health sector which enhances job satisfaction.

### **5.2.3 Decision Making**

The third objective was to determine the effect of employee involvement in decision making on job satisfaction at Machakos Level Five. The respondents were asked to give their opinions on various aspects of decision making which included if decision making participation leads to innovative environment, job satisfaction, organizational success and performance, if employees in Machakos Level Five are involved directly in decision making rather than indirect through trade union, and if union involvement in decision making improve employee performance. From the results, it was clear that 84.6 % of the respondents agreed that decision making participation leads to innovative environment, job satisfaction, organizational success and performance. Other study findings showed that 57.2 % of respondents disagree that, the organization have been incorporating the view of involving employees directly in decision making rather than indirectly through trade unions while majority of the respondents as shown by 73.7 % indicated that direct participation of employees and unions in decision making helps to improve employee job performance.

### **5.3 Conclusion**

Based on the results from data analysis and findings of this study, it was established that empowering employees through training, provision of proper tools and equipment, involvement of employees in decision making and proper employee compensation helps improve employee performance and job satisfaction. Therefore, it can be said that these aspects enhance performance and job satisfaction.

The findings further revealed that training opportunities help to widen employees' knowledge, abilities and skills which enhance employee current job performance, helps improve employee morale and also employees are able to change with changing environment. In addition, provision of proper tools and equipment to employees helps to improve employee productivity, morale and also help to reduce employee turnover and absenteeism.

The study found that Machakos Level Five Hospital employees are not involved in decision making and also there is no proper employee compensation for the work they do. This is well portrayed when a larger percentage of employee strongly disagreed that the organization involves employees in decision making and also an effective reward system exist in the organization which is based on performance level which highly affect employee job satisfaction. Therefore, the study concludes that Machakos Level Five Hospital do not involve employees in decision making and also there is poor compensation of employees for the work they do. Nevertheless, findings showed that Machakos Level Five Hospital have impressed other strategies that are effective to employee performance and job satisfaction. This was concluded from the fact that the hospital has empowered employees through training and provision of proper tools and equipment which enhances job performance and employee job satisfaction.

### **5.4 Recommendations**

The study recommends that Machakos Level Five Hospital and other industries like Machakos Level Five should impress and make use of involving employees in decision making and put in place proper employee compensation strategy so as to increase employee job performance and job satisfaction.

Proper employee compensation plays a bigger role in the success of the organization because employees measure compensation and benefits based on performance and also employees see compensation as a replicate of how management views their inputs in the organization. In addition, involvement of employees in decision making contributes to success of the organization as it increases employee productivity, lowers the gap between supervisor and subordinates, encourage a strong sense of team work among workers and also results to an overall innovative environment within the organization. Hence this study recommends that Machakos Level Five Hospital and other players in hospitality sector should put more resources to build their competitiveness through these strategies to enhance employees' performance and job satisfaction.

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

Although the research achieved its primary objectives, there were some inevitable limitations that were pointed out. One limitation was that, respondents were reluctant in discussion touching on sensitive issues like salary. In order to overcome this limitation, the researcher gave respondents a written assurance that data collected was to be used only for research purpose and strict confidentiality was to be observed. Also, the respondents were too busy to be able to respond to the questions hence the researcher had to overcome this by making the questionnaire to have questions which are simple, short and direct. In conclusion, the study tested only four indicators of employee empowerment on job satisfaction which were training, provision of proper tools and equipment, proper employee compensation and involvement of employees in decision-making. Other indicators were not explored to check the effect on job satisfaction.

### **5.6 Suggestion for Further Research**

Further study should be undertaken to find out other ways of employee empowerment that will enhance employees' performance and job satisfaction, to identify other factors that affect employee job satisfaction in organization and also to look at challenges that management face when empowering employees to enhance their job satisfaction.

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## APPENDIX I: QUESTIONNAIRE

### Introduction Letter

Dear respondent

I am a student of the University of Nairobi department of business carrying out research proposal on the effect of employee empowerment on job satisfaction at the Machakos level five hospital in Machakos County in partial fulfillment of a Master's Degree in Business Administration. I have chosen your organization as the area of my research study due to it's cooperate image. Your mutual cooperation and understanding was to highly appreciated. All the information gathered was to treated confidential. You are not required to write your names on the questionnaire.

### Section A: Demographic Characteristics

1. Kindly indicate your gender?

Male [ ] Female [ ]

2. How many years have you worked in healthcare sector?

1- 5 years [ ] 6-10 years [ ]

11-15 years [ ] 16-20 years [ ]

Above 20 years [ ]

3. What is your highest academic qualification?

(i) Diploma ( )

(ii) Degree ( )

(iii) Masters ( )

Any other (specify).....

3. What is your current job group?

.....



4. What is your designation?

.....

**Section B: Employee Empowerment**

5. To what extent do you agree with the following statement relating to aspects of employee empowerment influence satisfaction? Where 1- strongly disagrees, 2- disagree, 3- neutral, 4- agree, 5- strongly agree.

<b>Training</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
Our organization provides training opportunities to employees to widen their knowledge, skills and abilities, ensure more efficient teamwork and enable an employee to achieve individual development					
Employee training enhance employee’s current job performance and enable individuals to take advantage of future job opportunities					
Employees training increases employees’ morale and improves employees’ confidence and motivation					
Training helps improve change management and enables an employee to change with changing circumstances					
<b>Provision of Proper Tools &amp; Equipment</b>					
Our organization ensures that, employees are equipped well to perform their duties					
Employees are provided with necessary tools and equipment for their duties and are oriented on how to use them					

Our organization recognize that, employees need the necessary tools and equipment to do their job and these highly motivates them					
Provision of proper tools and equipment to employees helps to reduce employee turnover and absenteeism					
Provision of proper tools, equipment and protective clothing is a basic right for all staff working in health sector					
Our organization comply with Occupational Safety and Health Act by providing protective clothing and equipment to employees to ensure that they are safe when doing their work					
<b>Decision Making</b>					
Involvement of employees in decision making through sharing of new information and ideas results to an overall innovative environment within the organization					
Our organizations have been incorporating the view of involving employees directly in decision making rather than indirectly through trade unions.					
Management is focusing on involving employees in decisions making in order to enhance improved performance					
Direct participation of employees and unions in decision making improve employees performance					
Empowering employees by involving them in decision making contribute to the success of organization as it					

increases the productivity, lowers the gap between supervisor and subordinates and also it encourages a strong sense of teamwork among workers.					
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6. How would you rate employee empowerment in your organization?

Very Good [ ]                      Good [ ]                      Fair [ ]

Poor [ ]                      Very poor [ ]

**Section C: Job satisfaction**

7. To what extent do you agree with the following statement relating to factors affecting employee job satisfaction? Where 1- strongly disagrees, 2- disagree, 3- neutral, 4- agree, 5- strongly agree.

<b>Compensation and Benefits</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
Job security through guaranteed work, benefits, pension scheme exists					
In our organization, employees measure compensation and benefits based on the performance					
Financial compensation such as pay that is given in form of salary and wages influence employee job satisfaction					
Non-financial rewards such as fringe benefits, awards and recognition influence employee job satisfaction					
An effective reward system exist that is based on performance level					

<b>Working Environment</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
Existence of clean and interactive environment in our work environment tend to make workers happy when doing their work thus increasing job satisfaction					
Poor working conditions such as inadequate space, noisy and uncomfortable surrounding make workers feel dissatisfied with their work					
Working conditions need to meet health and safety requirements for this is the basis of job satisfaction					
Working environment at my workplace affect my level of satisfaction as health care professionals					
<b>Supervision</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
Effective Supervision and subordinate communication determines my working attitude towards my duties					
Lack of proper communication between supervisors and employees negatively effects employees job satisfaction					
We have a manager with high supervisor support and makes workers feel appreciated, cared about and heard					
In our organization there is friendly staff relationships which lead to job satisfaction					
In our organization there is good leadership style that encourage participative decision making which positively leads to job satisfaction					

<b>Relationship with co- workers</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
As an employee, I spend most of my time with my co-workers and this has impacted positively on my job satisfaction					
We work as a team in our unit to ensure we accomplish our duty in time and effectively hence enhancing job satisfaction					
Management ensure the content of the work itself enhance job satisfaction by placing the right employee in the right job					
Employees feel more satisfied when given sufficient authority and freedom to do their jobs					
Managers allow us to participate in decision making which make us feel as part of the organization which in turn enhance our job satisfaction					

**Thank you for your Participation**