

A STUDY OF THE RELATIONSHIP BETWEEN JOB SATISFACTION AND
STRESS AT THE GOVERNMENT PRESS IN KENYA.

BY

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A MANAGEMENT RESEARCH PROJECT SUBMITTED IN PARTIAL
FULFILMENT OF THE REQUIREMENT FOR THE DEGREE OF MASTERS OF
BUSINESS ADMINISTRATION (MBA), SCHOOL OF BUSINESS.

UNIVERSITY OF NAIROBI

2009.

DECLARATION

This Project is my original work and has not been submitted for a degree in any other university.

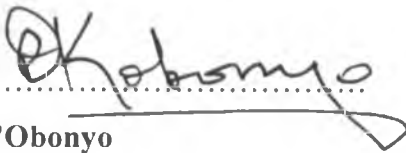
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This project has been submitted for examination with my approval as University Supervisor.

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Date.....10/11/2009.....

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DEDICATION

To my loving husband and children for their perseverance and patience that they accorded me throughout the duration of the M.B.A course.

ACKNOWLEDGEMENT

The Project would not have been a success without the dedication and input of several people. To these people I feel utmost gratitude for their help. I am heavily indebted to my supervisor, Professor K'Obonyo for his support and contribution in reviewing my work without which the study would have never been completed.

I also express my special and sincere thanks to my spouse, Mr. Gichohi, our children Peris and Sammy for their patience, support and understanding during my study period.

I am deeply grateful to the entire staff of Government Press for their invaluable help while collecting data on this project.

Grateful appreciation is also registered to Jeniffer and Belta who tirelessly spent long hour on the word processors.

Above all, I thank almighty God for having provided me with the time, ability and finances to carry out the study.

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ABSTRACT

Human resource management is concerned with management of an organization's most valued assets – people, who work individually and collectively to contribute to the achievement of the organizations objectives. The nature of work in an organization can lead to stress among its employees. Stress is an adverse reaction people have to excessive pressure placed on them from extraordinary demands, constraints or opportunities. On the other hand job satisfaction is more of an attitude and an internal state and it is associated with a personal feeling of achievement.

The study sought to determine the relationship between job satisfaction and stress among employees of the Government Press. From the study it was found that there was stress among staff at the department because of: poor deployment of human resource, routine work, poor relationship between employees resulting from gossip, nepotism, job ambiguity, poor relations at work, use of grapevine, poor communication, inappropriate working tools, unfairness in promotion, financial and social problems. It was also established that stress affected job satisfaction in the department.

It is recommended from the study that the department needs to look at the factors that affect job satisfaction, particularly the need for existence of good relations between all employees, review jobs and carry out a job satisfaction survey to determine how some issues will be addressed. The department needs to urgently address issues such as lack of good quality of working life, over/under promoting employees, attention to employees individual needs, develop policies that take into account personal responsibilities of employees, provide feedback on performance, set achievable targets, as means of maintaining and retaining staff which eventually contribute to job satisfaction and manageable stress.

The study confined itself to the Government Press Department. This research therefore should be replicated in other government ministries and the results be compared so as to establish whether there is consistency among the ministries.

CHAPTER ONE: INTRODUCTION

1.1. Background

Human resource management is concerned with management of an organization's most valued assets – people, who work individually and collectively to contribute to the achievement of the organizations objectives (Armstrong, 2006). It aims at obtaining and retaining skilled, committed and well motivated workforce, meaning that organizations need to take steps to assess and satisfy future needs. It also requires organizations to create a climate in which productive and harmonious relationships can be maintained through partnership between management and employees so that employees may flourish.

The nature of work in an organization can lead to stress among its employees. According to Cole (1995) environmental factors, job and organizational factors can affect employees contribution especially where the patterns of jobs and the attendant rules and regulation, constrains the individuals range of choice in how to do the job. Communication system which does not facilitate communication with colleagues would affect employee contribution resulting to stress. Individuals may find it difficult to adapt to supervisors management style because it is too autocratic or too participative, would increase the level of stress. Career development especially where individual's efforts are unrecognized in terms of promotion, extra training can affect employees contribution.

Cole (1995) further states that job characteristics can affect employees contribution where the nature of the tasks require repetition, or other insufficient challenge or are simply too excessive for one person. Where the degree of autonomy is insufficient to meet either the demands of the job and the expectations of the job-holder also affects employee contribution. Peter (1988) pointed out that arrival of new technology may lead to reduction in jobs or skill requirements or pressure to acquire new knowledge and skill which in itself can be a source of stress to employees. He further stated that competitive situations for the organization due to uncertain market position may lead to withdrawal and possible retrenchment of the business which can lead to stress among the employees.

According to Harppes (1987) too much noise can impact the body in significant ways including elevated blood pressure, impaired cognitive functioning and other effects of chronic stress. The National Institute for Occupational Safety and Healthy Publications

no.99-101 stated that the design of task such as heavy work load, infrequent rest breaks, long working hours, shift work, hectic and routine tasks that have little inherent meaning do not utilize workers skill and provide little sense of control. He further stressed that lack of participation by workers in decision making; poor communication in the organization and lack of family friendly policies can affect work contribution.

According to Brooks (1999) stress and job satisfaction are significant factors in peoples performance at work and these particular influences will be considered in terms of their contribution to organization effectiveness and efficiency. The more a person is deeply committed to his or her work, the more likely to find ways of coping with potentially stressful situations than someone with a low commitment or job satisfaction. Irwin (1991) stated that organizations consider job satisfaction a criterion of organizational functioning because much of the employees would find much cheer in their lives if the workplace offered satisfaction.

Dissatisfaction with ones job seems to have an especially volatile spill over effect leading to stress. Employees who feel bad about work feel stressed and unresolved personality problems or maladjustment may indeed be the cause of person's inability to find satisfaction in the job. Chronic dissatisfaction with work is a stressor and stress will eventually take its toll (Irwin, 1991).

1.1.1 Stress

The concept stress can be traced back to the work of Selyes (1960) who proposed that threatening process in the environment triggered certain mechanism that caused the subjective feeling of stress. Calamitous effects, serious threats to our well being and even daily happiness were found by researchers to have strong link with negative experience of stress. Stress can come from both outside and inside the organization. It can be from employees, peers or groups as they interact with and as a whole, work related problems can trigger stress resulting to high level of job dissatisfaction. The nature of stress is described by the Board (1978) as a condition in which the body reacts to danger in the same way as our hunting ancestors, but spread over a long. In the stressful situation today, people are likely to feel continually tired because they are never able to fully

recover from the effect of their bodies' internal activity. He further states that in the modern situation, people face dangers that are not only of a subtler kind, but where neither of the two primitive options is available in any realistic sense. Worse still for modern man is the fact that stressful situations are likely to continue over weekly and monthly and not for a few intense moments. When individuals' reactions continue at the primitive hunter level over these extended periods of time, then they develop chronically side effects from them. Typical illness known to have links with stress include coronary heart diseases, high blood pressure, gastric ulcers, back pains and clinical depressions.

Marshall and Cooper (1981) points out that executives often do not want to do anything about stress in their organizations. Stress, therefore is something more than pressure because it carries strong overtones of the breakdown of normal human performance. Cooper and Marshall (1978) concluded that stress is essentially individually defined and must be understood with reference to characteristics of both the individual and his environment as it is the outcome of the two. According to Cole (1995) there are key factors in stress such as the environmental factors, job and organizational factors, personal relationships, domestic situations and personality factors. These factors are potential sources of stress depending on the attitude of the individual towards the problem, the uncertainty of the outcomes and the individual's level of self confidence.

Cohen (1980) stated that in every day usage, stress implies something unpleasant. The word might describe the emotions aroused by such situations as fear, irritation or frustrations. Certain physical symptoms are associated with stress such as tightness in the stomach, a stiffened neck, sweating under the arm and jittery hands. According to United states National Institute of Occupational Safety and Health (1999), job stress can be defined as the harmful physical and emotional responses that occur when the requirements of the job do not march the capacities, resources, or needs of the worker. Job stress can lead to poor health and even injury.

An article from United Kingdom health and safety commission London (1999) stated that stress is the reaction people have to excessive pressures or other types of demand placed on them. It further said that stress is the "emotional cognitive, behavioral and physiological reaction to aversive and noxious aspect of work, work environments and

work organizations. It is a state characterized by high levels of arousal and distress and often by feelings of not coping.

1.1.2 Job Satisfaction

According to Mullins (1985) job satisfaction is more of an attitude and an internal state. It is associated with a personal feeling of achievement. Mullins further pointed out that job satisfaction is itself a complex concept and difficult to measure objectively. He stated that the level of job satisfaction is affected by a wide range of variables relating to individual factors such as the personality, education, intelligent and abilities, age, marital status and orientation to work. Social factors can affect the level of job satisfaction in terms of relationships with co-workers, group working and norms opportunities for interaction. Organizational factors also affect the level of job satisfaction in terms of nature and size, formal structure, personal policies and procedures, industrial relations, nature of work, technology management systems and working conditions. These different factors affect job satisfaction of certain individuals in a given set of circumstances but not necessarily in others. Some workers may be satisfied with certain aspects of their work and dissatisfied with other aspects. However there appears to be a positive correlation between satisfactions in different areas of work. This suggests a single overall factor of job satisfaction. However, it seems that there is no one general comprehensive theory which explains job satisfaction. Argyle (1974) concluded that there is a lower level of voluntary absenteeism and labour turnover, when there is a high level of job satisfaction.

Launer, R (1964) describes the concept of alienation in terms of powerlessness where the workers do not have control over management policy, immediate work processes, conditions of employment and the failure to see work as an end in itself or a central life issue. Workers experience a depersonalized detachment, and work is seen solely as a means to an end. According to Brooks (1999) employees who are not satisfied in their jobs may appear apathetic and may tend to consider problems and issues as insurmountable obstacles to progress. Those who lack job satisfaction might have poor attendance and time keeping records and might appear uncooperative and resistant to change.

According to Bateman (1983) both casual observation and scientific study provide compelling evidence that job satisfaction is an important component of overall psychological adjustment. According to Irwin (1991), the term job satisfaction did not come in until recently. The common word was morale "a condition of physical and emotional well-being in the individual that makes it possible for him to work and live hopefully and effectively. He further stated that during the 1950s the term morale gradually fell into disuse in scholarly literature. Job attitude replaced it because the instruments used to measure morale came from the techniques of attitude scale.

According to Irwin (1991) job satisfaction is the attitude towards the job as a whole. It is a function of satisfaction with different aspects of the job (supervision, pay, the work itself) and of the particular weight or importance one attaches to those respective components. He further stated that like any other attitude, job satisfaction is a mixture of beliefs, feelings and behavior tendencies. As a result of sophisticated analysis of job satisfaction data, Campbell (1976) concluded that there is evidence that job satisfaction scales reflect more of the belief or cognitive components of job attitudes than of the effective or emotional components (Organ and Wear 1985). A growing body of opinion Scarpello (1988), regards job satisfaction measures as reflecting a general notion of fairness more than anything else.

According to Campbell (1976) insufficient pay or the perception of inequitable pay is a more decisive determinant of dissatisfaction than sufficient or fair pay is of satisfaction. Secondly professionals and managers enjoy autonomy in their work than do other groups. They set their own hours, their own space and most of the time they are free from close supervision and unilaterally make a large number of decisions about how they do their work. Armstrong (2006), states that the basic requirement for job satisfaction may include comparatively higher pay, an equitable payment system, real opportunities for promotion, considerate and participative management, a reasonable degree of social interaction at work, interesting and varied tasks and a high degree of autonomy control over work place and work methods. The degree of satisfaction obtained by individuals however depends largely upon their own needs and expectations and the working environment. He further stated that job satisfaction refers to the attitudes and feelings people have about their work. Positive and favourable attitudes towards the job indicates

job satisfaction while negative and unfavourable attitudes towards the job indicates job dissatisfaction.

Quinn (1958) defined job satisfaction as the extent to which an individual's needs are satisfied. He argued that the level of job satisfaction is affected by intrinsic and extrinsic motivating factors, the quality of supervision, social relationships with the work group and the degree to which individuals succeed or fail in their work. Purcell et al (2003) believes that discretionary behavior which helps the firm to be successful is most likely to happen when employees are well motivated and feel committed to the organization and when the job gives them high level of satisfaction. Their research found that the key factors affecting job satisfaction were career opportunities, job influence, team work and job challenges.

1.1.3 Stress and Job Satisfaction

According to Brooks (1999) stress and job satisfaction are significant factors in people's performance at work and these particular influences will be considered in terms of their contribution to organization effectiveness and efficiency. The more a person is deeply committed to his or her work, the more likely to find ways of coping with potentially stressful situations than someone with a low commitment or job satisfaction. Irwin (1991) stated that to an increasing extent, organizations consider job satisfaction a criterion of organizational functioning because much of the employees would find much cheer in their lives if the workplace offered satisfaction. He further stressed that dissatisfaction with one's job seems to have an especially volatile spill over effect leading to stress. Employees who feel bad about work are often feeling stressed. Irwin goes further to say that unresolved personality problems or maladjustment may indeed be the cause of person's inability to find satisfaction in the job. Chronic dissatisfaction with work is a stressor and stress will eventually take its toll.

The Hawthorne researchers in the 1920s and 1930s found that people working on isolated jobs were more apt to express irritation, dissatisfaction or feelings of depression on the job. Herzberg (1966) stressed that inconsiderate supervision, wage inequalities, poor working conditions could lead to job dissatisfaction leading to stress. Rusbuild and Mainons (1988) concluded that the effect of decline in job satisfaction can lead to

lowered involvement marked by reduced effort and a "don't care" syndrome resulting to stress. They further stated that dislike for work itself best predicts a person's rate of absences, attitudes towards co-workers and a high level of stress. According to Kahn (1960) job attitudes have an effect on level of stress. Positive feelings about work would lead to lower levels of stress.

There have been two schools of thought about commitment. The "from control to commitment" school led by Walton (1985 a and b) saw commitment strategy as a more rewarding approach to human resource management in contrast to the traditional control strategy. The other, the Japanese/Excellence school represented by Pascale and Athos (1981); and Peters and Waterman (1982), looked at the Japanese model and related the achievement of excellence to getting the wholehearted commitment of the workforce to the organization. The importance of commitment was that improved performance would result if the organization moved away from the traditional control-oriented approach to workforce management, which lies upon establishing orders, exercising control and achieving efficiency in the application of the workforce (Walton, 1985a and b). Walton stated that workers respond best and most creatively not when they are tightly controlled by management, placed in narrow defined jobs, and treated like an unwelcome necessity, but instead when they are given broader responsibilities, encouraged to contribute and helped to achieve in their work.

Walton (1985b) suggested that in the new commitment-based approach jobs were designed to be broader than before, to combine planning and implementation and to include efforts to upgrade operations not just to maintain them. Individual responsibilities are expected to change as conditions change, the teams not individuals often are the organizational unit accountable to performance. With management hierarchies relatively flat and differences in status minimized, control and lateral co-ordination depend on shared goals and expertise rather than formal position determined influence. He believes that the aim should be to develop mutuality a state that exists when management and employees are interdependent and both benefit from this interdependency.

Attempts made to explain the secret of Japanese business success in the 1970 by such writers as Ouchi (1981) and Pascale and Athos (1981) led to the theory that the best way

to motivate people is to get their full commitment to the values of the organization by leadership and involvement. This approach to excellence was summed up by Peters and Austin (1985) when they wrote again somewhat idealistically "Trust people and treat them like adults, enthuse them by lively and imaginative leadership develop and demonstrate obsession for quality, make them feel they own the business and your workforce will respond with total commitment".

Armstrong (2006) argues that policies and practices that may contribute to the increase of commitment are training, performance management, work-life balance policies and job decision. The human resource function can play a major part in developing a high commitment organization through advisory on methods of communicating the values and aims of management and the achievement of the organization so that employees are more likely to identify with it as one way they are proud to work for. Management need to develop a climate of trust by being honest with people, treating them fairly, justly and consistently keeping its word and showing willingness to listen to the comments and suggestions made by employees during processes of consultation and participation, developing a positive psychology contract by treating people as stakeholders relying on consensus and co-operation rather than control and coercion and focusing on the provision of opportunities for learning, developing and career progression, autonomy through the freedom and independence the job holder has including discretion to make decisions, exercise choice, schedule the work and decide on the procedures to carry it out and the job holders personal responsibility for outcomes.

1.1.4 The Government Press Department

The Civil Service is the policy implementation arm of the government which is constituted by ministries. Ministries are responsible for planning and implementing their own programmes. More specifically they are responsible for identification of problems which require action, identification of means of addressing these problems (policy formulation), formulation of financial plans for Treasury and coordination of ministries activities (DPM Handbook 2006). Within the Civil Service are departments that report to it. This study will confine itself to Government Press Department.

Government Press is department under the Office of the President. It is one of the oldest printing establishment in Kenya. The press was first established in Mombasa in 1895 under the colonial government to produce necessary document to ensure that the colonial administration was functional. It was later developed into a fully fledged printing unit produce materials for the Kenya-Uganda Railway and also for the East African and Uganda Protectorate (Strategic Plan, 2005 -2009). The Government Press is in the manufacturing sector and is charged with the responsibility of printing and publishing official government documents as and when required at affordable costs. It also prints all documents required for revenue collection in the Government, which places it at the nucleus of the entire government operation system. It also does minimal commercial printing.

The core functions of the press are: Print and publish all government documents, manufacture and supply exercise books, learning materials and textbooks, print the Kenya Gazette, its subsidiary Legislation, Bills and Acts, print revised laws of Kenya, carry out research and development in printing technology and advise the government on all matters pertaining to printing.

The objectives of the department are to: ensure that the Kenya Government gets printing service that requires promptly and at the most economical costs, ensure that whenever documents containing government secrets are printed or bound, the secrets remain secret, print and supply all accountable documents required for collection of government revenue, manufacture and supply of exercise books for Kenya's learning institutions at affordable price and advice the government on all matters pertaining to printing.

1.2 Statement of the Problem

As early as 1993, the Government of Kenya had implemented public sector reforms programmes with the aim of improving service delivery. The reform activities focused on cost containment through staff rightsizing, rationalization of government ministries/departments to determine appropriate functions and structures and initiatives focused on performance improvement and management in the public service. Despite the wide raising reforms carried out by the government, complains about remuneration and career progression is prevalent.

Studies done in the area of job satisfaction, organizational commitment and stress include: Abwavo (2005) who studied the psychological contract, organizational commitment and job satisfaction in commercial banks in Nairobi. She found that staff were dissatisfied with pay levels, opportunities for advancement, the way polices were practiced. Mugwere (2002) studied the determinants of work stress and its management in Colgate Pamolive. She found that mechanisms, procedures and methods of coping wit stress were in place. However, the level of satisfaction was below the standards in the developed world. She suggested that work stress should be recognized by organization's management since it exists in organizations. Khaihga (2006) looked at job satisfaction and organizational commitment among customer care representatives at Safaricom Limited. She found that job satisfaction among the customer care representatives was high, especially on moral values, relations with co-workers and responsibility and working conditions. However, they were dissatisfied with delegation, advancement, authority, recognition, ability utilization and authority.

As observed above, the studies have been conducted in the area of job satisfaction and organizational commitment; the psychological contract, organizational commitment and job satisfaction; and the determinants of work stress and its management. However no study has been carried in the area of job satisfaction and stress and the link between these two concepts. It is this gap in knowledge that this study sought to address. This study expands the analysis to a wider spectrum of concepts and addresses the connectivity between job satisfaction and stress among employees of the Government Press.

1.3 Objectives

- i. To determine the relationship between job satisfaction and stress among employees of the Government Press.

1.4 Significance of the study

The study will be important to:

- (i) The Public Service Commission since the commission will understand why staff are dissatisfied and seek to address the problems faced. It will also assist commission know how they can get the best performance from employees.
- (ii) Scholars will find it important as the study will increase to the body of knowledge in this area.
- (iii) The relevant human resource management will use the study to sensitize the target group about the problem associated with stress and job satisfaction and how to handle the two concepts.

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CHAPTER TWO: LITERATURE REVIEW

2.1 The Concept of Job Satisfaction

Robbins and Judge (2007) define job satisfaction as a positive feeling about one's job resulting from an evaluation of its characteristics. A person with a high level of job satisfaction holds positive feelings about the job, while a person who is dissatisfied with holds negative feelings about the job. Robbins and Judge (2007) argues further that when people speak of employee attitudes, more often than not they mean job satisfaction. Job satisfaction is a complex and multifaceted concept which can mean different things to different people. It is more of an attitude, an internal state. Job satisfaction is affected by a wide range of variables relating to individual, social, cultural, organizational and environmental factors. Individual factors include personality, education and qualification, intelligence and abilities, age and orientation to work. Social factors include relationships with co-workers, group working and norms opportunities for interaction and informal organization. Cultural factors include underlying attitudes, beliefs and values. Organization factors include nature and size, formal structure, HR policies and procedures, employee relations, nature of work, technology and work organization, supervision and styles of leadership, management systems working conditions. Environmental factors include economic, social, technical and governmental influences. These factors all affect the job satisfaction of certain individuals in a given set of circumstances but not necessarily in others (Mullins, 2007).

Job satisfaction determines an employee commitment to an organization. Satisfied employees are more likely to talk positively about the organization and help others go beyond the expectations in their job. Job satisfaction comes down to conceptions of fair outcomes, treatment and procedures. It also affects customer satisfaction and loyalty especially in service jobs where employees often interact with customers. In service organizations, customer retention and defection are highly dependent on how frontline employees deal with customers. Satisfied employees are more likely to be friendly, upbeat and responsive to customers. Satisfied employees are less prone to turnover, which mean that customers are more likely to encounter familiar faces and receive experienced service. These qualities build customer satisfaction and loyalty.

Some workers may be satisfied with certain aspects of their work and dissatisfied with other aspects. There does; however appear to be a positive correlation between satisfactions in different areas of work. This suggests a single overall factor of job satisfaction. However; it seems that there is no one general comprehensive theory which explains job satisfaction. According to Mullins (1985) job dissatisfaction can be seen in terms of frustration and alienation at work or detachment of the person from their work role. Launer (1964) describes the concept of alienation in terms of powerlessness where the workers do not have control over management policy, immediate work processes, conditions of employment and the failure to see work as an end in itself or a central life issue. Workers experience a depersonalized detachment, and work is seen solely as a means to an end. According to Brooks (1999) employees who are not satisfied in their jobs may appear apathetic and may tend to consider problems and issues as insurmountable obstacles to progress. Those who lack job satisfaction might have poor attendance and time keeping records and might appear uncooperative and resistant to change.

According to Irwin (1991) job satisfaction is the attitude towards the job as a whole. It is a function of satisfaction with different aspects of the job (supervision, pay, the work itself) and of the particular weight or importance one attaches to those respective components. He further stated that like any other attitude, job satisfaction is a mixture of beliefs, feelings and behavior tendencies. Scarpello (1988) regards job satisfaction measures as reflecting a general notion of fairness more than anything else. According to Campbell (1976) insufficient pay or the perception of inequitable pay is a more decisive determinant of dissatisfaction than sufficient or fair pay is of satisfaction. Secondly, professionals and managers enjoy autonomy in their work than do other groups because they can set their own hours, space and most of the time they are free from close supervision and unilaterally make a large number of decisions about how they do their work. According to Armstrong (2006), the basic requirement for job satisfaction may include comparatively higher pay, an equitable payment system, real opportunities for promotion, considerate and participative management, a reasonable decree of social interaction at work, interesting and varied tasks and a high decree of autonomy control over work place and work methods. The decree of satisfaction obtained by individuals

however depends largely upon their own needs and expectations and the working environment. Armstrong (2006) further states that job satisfaction refers to the attitudes and feelings people have about their work. Positive and favourable attitudes towards the job indicates job satisfaction while negative and unfavourable attitudes towards the job indicates job dissatisfaction.

Quin (1958) defined job satisfaction as the extent to which an individuals needs are satisfied. He argued that the level of job satisfaction is affected by intrinsic and extrinsic motivating factors, the quality of supervision, social relationships with the work group and the degree to which individuals succeed or fail in their work. Purcell et al (2003) on the other hand indicates that discretionary behaviour which helps the firm to be successful is most likely to happen when employees are well motivated and feel committed to the organization and when the job gives them high level of satisfaction.

2.2 The Concept of Stress

Stress is an adverse reaction people have to excessive pressure placed on them from extraordinary demands, constraints or opportunities (Robbins and Coutler, 2007). Mullins (2007) defines stress as a complex and dynamic concept. It is a source of tension and frustration and can arise through a number of interrelated influences on behaviour, including individual, group and organizational and environmental factors. Stress is not always bad, but it does have a positive value, particularly when it offers a potential gain. However stress is more associated with constraints and demands. A constraint prevents one from doing what they desire.

According to Robbins and Judge (2007), stress is a dynamic condition in which an individual is confronted with an opportunity, demand, or resource related to what the individuals desires and for which the outcome is perceived to be both uncertain and important. Stress is associated with demands and resources. Demands are responsibilities, pressures, obligations and even uncertainties that individuals face in the workplace. Resources are things within an individuals control that can be use to resolve the demand.

Stress can be caused by personal factors and job-related factors. Because organizational changes are frequently created in a climate of uncertainty and around issues that are important to employees, it is not surprising that change is major stressor (Robbins and Coutler, 2007). Stress is part of everyday working life and occurs for a variety of reasons, including individual differences and types of personality; occupation and actual nature of the job. Other sources of stress at work include the following

Mullins (2007) says further that demands or improved business competitiveness and lower operating costs have frequently led to restructuring and reductions in staffing levels. This has placed greater pressures on remaining staff and resulted in a growing number of work related health problems, work stress and a less efficient workforce. The long hours culture, increased workloads and work intensification, together with unreasonable deadlines. Excessive rules and regulations and greater bureaucratic burdens especially among professional groups.

Developments in information and communication technology mean that staff are far more constantly and easily contactable and expected to deliver everything faster. This can lead to greater pressure on individuals, a reluctance to switch off and a blurring between work and home life. Organization changes such as redundancies and the loss of key members of staff that place extra demand on managers. Interpersonal relationships at work, especially with immediate superiors, poor communications and office politics. Lack of delegation and autonomy over work. Organizations structure and role relationships. Lack of clarity about expected patterns of behaviour or role conflict is a potential source of role stress.

Cole (1995) suggests that there are a number of organizational steps that can be taken to reduce the likelihood of stress due to structural and style problems so that the organization as a whole can function properly. These measures are such as designing jobs to permit use of skills and discretion by job-holders, incorporate sufficient task variety and challenges to maintain employee interest, ensure that tasks are sufficiently related to form a coherent job, provide mechanisms for giving early feedback on performance. Cole stresses that supervisors can develop participative management styles that allow for discussion of issues where appropriate and real delegation of authority, leaders pay

attention to individual's needs as well as those of the task and the group leaders required to deal immediately with cases of bullying, sexual harassment, racism behavior among others.

2.3.1 Sources of Stress

Environmental factors uncertainty influences the design of an organization's structure, it also influences stress level among employees in that organization. Changes in the business cycle create economic uncertainties which in turn make employees anxious about their job insecurities. Technological change causes stress because new innovations can make an employee's skills and experience obsolete in a very short time. Organizational factors such as pressure to avoid errors or complete tasks in a limited time, work overload, a demanding and insensitive boss and unpleasant co-workers can cause stress.

Tasks demands are factors that are related to a person's job. They include the design of the individual's job (autonomy, task variety, degree of automation), working condition and the physical work layout. Role demands are pressures placed on a person as a function of the particular role one plays in the organization. Role conflicts create expectations that may be hard to reconcile or satisfy. Role ambiguity is created when role expectations are not clearly understood and the employee is not sure what to do.

Interpersonal demands are pressures created by other employees. Lack of social support from colleagues and poor interpersonal relationships can cause stress, especially among employees with a high social need. Personal factors such as economic problems created by individuals are overextending their financial resources is another set of personal troubles that can create stress for employee's and distract attention from their work.

2.3.2 Consequence of Stress and Job dissatisfaction

According to Graham and Bennett (1998), a manager may be successful in increasing the job satisfaction of employees and therefore benefit from low costs of running the department. However job dissatisfaction can lead to labour turnover and absence which

in the long run can be extremely expensive to the company and may be reduced where jobs are more satisfying.

Psychological stress can cause dissatisfaction, such that job-related stress can cause job related dissatisfaction. It shows itself in other psychological states such as tension, anxiety, irritability, boredom and procrastination. Where there is lack of clarity in duties, authority and responsibilities, both stress and dissatisfaction increased. Similarly, the less control people have over the pace of their work, the greater the stress and dissatisfaction. Behavior related stress symptoms include changes in productivity, absence and turnover as well as changes in eating habits, increased smoking or consumption of alcohol, fidgeting and sleep disorders.

Cole (1995) stated that there are a number of organizational steps that can be taken to reduce the likelihood of stress due to structural and style problems so that the organization as a whole can function properly. These measures are designing jobs to permit use of skills and discretion by job-holders, incorporating sufficient task variety and challenges to maintain employee interest, ensuring that tasks are sufficiently related to form a coherent job and providing mechanisms for giving early feedback on performance. He stressed that supervisors can develop participative management styles that allow for discussion of issues where appropriate and real delegation of authority, leaders pay attention to individual's needs as well as those of the task and the group leaders required to deal immediately with cases of bullying, sexual harassment, racism behavior among others.

Kanter (1989) concluded that for managers and supervisors, adequate training in handling staff is necessary in order for immediate superiors to be able to provide diplomatic support. Marshall and Cooper (1981) pointed out that hierarchy of jobs should be reduced to flatter structure to permit wide use of skill, discretion and authority and reduce the level of stress among employees. Armstrong (2006) shows that there are reasons why organizations should take account of stress. The organization have the social responsibility to provide a good quality of working life since excessive stress causes illness, inability to cope with the demands of the job, which of course, create more stress and therefore affect organizational performance. He further stated that ways in which

stress can be managed by an organization include: Job design where clarifying roles, reducing the danger of role ambiguity and conflict and giving people more autonomy within a defined structure to manage their responsibilities, setting reasonable and achievable targets which may stretch people but do not place impossible burdens on them, placing people in jobs that are within their capabilities, career development through planning careers and promoting staff in accordance with their capabilities, taking care not to over or under promote, establish a performance management processes which allow a dialogue to take place between managers and individuals about the latter's work, problems and ambitions, counseling by giving individuals the opportunity to talk about their problems with a member of the personnel department or the company medical officer or through an employees assistance programme, management training in performance review and counseling techniques and in what managers can do to alleviate their own stress and reduce it in others and finally, measure is on work-life balance policies which take account of the pressures on employees who have responsibilities as parents or careers, and which can include such provisions as special leave and flexible working hours.

The Health and Safety Executive (2003) has named the following beacons of excellence for stress prevention: Senior management commitment is necessary since stress interventions are unlikely to be implemented successfully without the long-term commitment of management, participative approach through involving employees from all levels of the organization at every stage in a stress management programme increases the likelihood of successful outcome and stress prevention strategy would also cover the aims of interventions, tasks, responsibilities and resource available, risk assessment and task analysis plus work related prevention and management since an appraisal of work activities should enable an employer to recognize stress hazards before interventions are designed, interventions should be designed to tackle the causes of stress emanating from the work environment and support individuals who are not protected by the first set of interventions or who are subject to special stressors.

2.4 Job satisfaction and Stress

According to Brooks (1999) stress and job satisfaction are significant factors in peoples performance at work and these particular influences will be considered in terms of their

contribution to organization effectiveness and efficiency. The more a person is deeply committed to his or her work, the more likely to find ways of coping with potentially stressful situations than someone with a low commitment or job satisfaction.

Irwin (1991) stated that to an increasing extent, organizations consider job satisfaction a criterion of organizational functioning because many of the employees would find much cheer in their lives if the workplace offered satisfaction. Job attitudes have an effect on level of stress. Positive feelings about work would lead to lower levels of stress (Kahn 1960). Salancik (1977) states that commitment can be increased and harnessed to obtain support for organization ends and interests through such play as participation in decisions about actions.

According to Armstrong (2006) the policies and practices that may contribute to the increase of commitment are training, performance management, work-life balance policies and job decision. The human resource function plays a major part in developing a high commitment organization through advisory on methods of communicating the values and aims of management and the achievement of the organization so that employees are more likely to identify with it as one way they are proud to work for. For employees to be committed and reduce stress levels, management need to develop a climate of trust by being honest with people, treating them fairly, justly and consistently keeping its word and showing willingness to listen to the comments and suggestions made by employees during processes of consultation and participation, developing a positive psychology contract by treating people as stakeholders relying on consensus and co-operation. Rather than control and coercion, management should focus on the provision of opportunities for learning, developing and career progression, autonomy through the freedom and independence to make decisions, schedule work and decide on the procedures to carry it out and take personal responsibility for outcomes.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Research Design

The research design used in this study was the descriptive survey method. The design enabled the researcher to address the objective of the study and ensure that a representative population was covered.

3.2 Target population

The population in the study were employees of the Government Press. The population size of the study was 46 employees constituted as follows: Sectional heads, Printers, Mechanics, Clerical Officer, Secretaries, Storemen, Drivers and Support Staff. A random sampling method was used to select the sample.

Table 3.1: Target Population

Department	Target Population	Percentage
Section Heads	15	5
Printers	240	80
Mechanics	6	2
Clerical Officers	18	6
Secretaries	3	1
Storeman	3	1
Support Staff	5	1.7
Drivers	10	3.3
Total	300	100

Source: Strategic Plan (2005 – 2009), Government Press

3.3 Sample Design

A sample must represent well the characteristics of the population and it must be economical to collect and collate. The sample has to be as accurate as studying the entire population (Cummings, 1993). The sample was selected through stratified simple sampling. A sample size of 46 respondents was selected from the several categories of population.

3.4 Data Collection Methods

Primary data was obtained through a structured questionnaire, comprising both open and closed question. The questionnaire was administered through “drop and pick later” method. Follow-up was done via personal visits and telephone calls to facilitate the response rate. The questionnaire consisted of three parts. Part One was the introduction, Part Two dwelt on job satisfaction, and Part Three was on stress.

3.5 Data Analysis

The relationship between job satisfaction and stress was established using the correlation coefficient. Descriptive statistics such as frequencies, means, and percentages was used to analyze the data. The results were presented in form of charts and tables.

CHAPTER FOUR

DATA ANALYSIS, FINDINGS AND DISCUSSION

4.1: Introduction

The research objective was to establish the relationship between job satisfaction and stress in Civil Service in Kenya. This chapter presents the analysis and findings with regard to the objective and discussion of the same. The data was collected from the population of 40 employees of Government press. Respondents were top management, Middle management/Supervisory and unionisable employees. The findings are presented in percentages and frequency distributions, mean and standard deviations.

4.2: Characteristics of surveyed employees

A total of 46 questionnaires were issued out. The completed questionnaires were edited for completeness and consistency. Of the 46 questionnaires used in the sample, only 40 were returned. The remaining 6 were not returned. The returned questionnaires' represented a response rate of 86.9%, which the study considered adequate for analysis.

4.2.1: Profiles of the respondents

As shown in Table 4.1 most of the respondents (47.0 %) were unionisable, 38.0% of the respondents were in middle level management/supervisory cadre, while 15.0% were in top management. It is evident that most of the employees were unionisable.

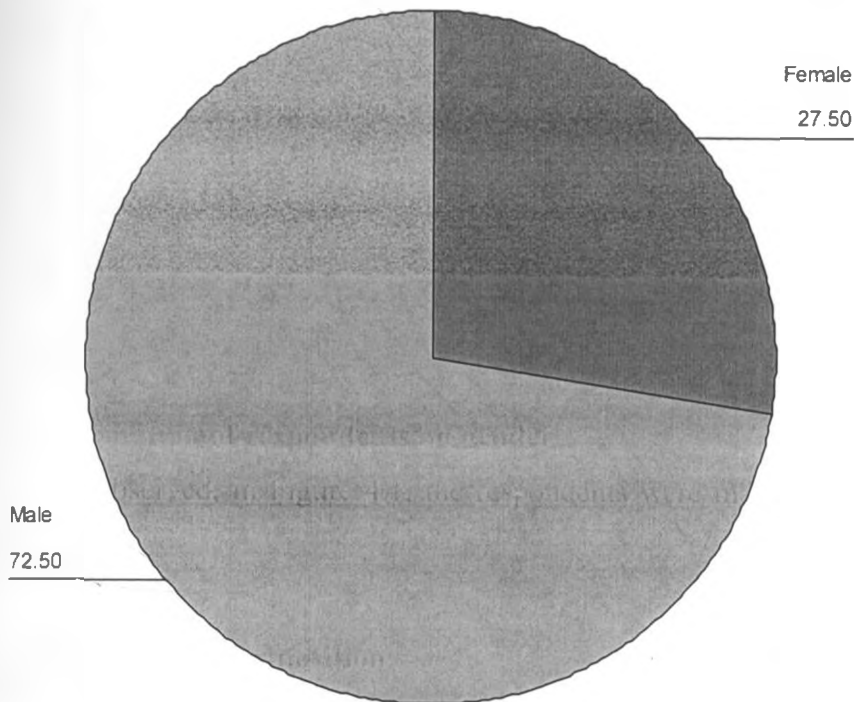
Table 4.1: Respondents' profile

	Frequency	Percent	Cumulative Percent
Top management	6	15.0	15.0
Middle level management/ supervisory	15	37.5	52.5
Unionisable	19	47.5	100.0
Total	40	100.0	

4.2.2: Distribution of respondents on gender

As can be observed, in Figure 4.1, the respondents were made up of 72.5 % male and 27.5% female.

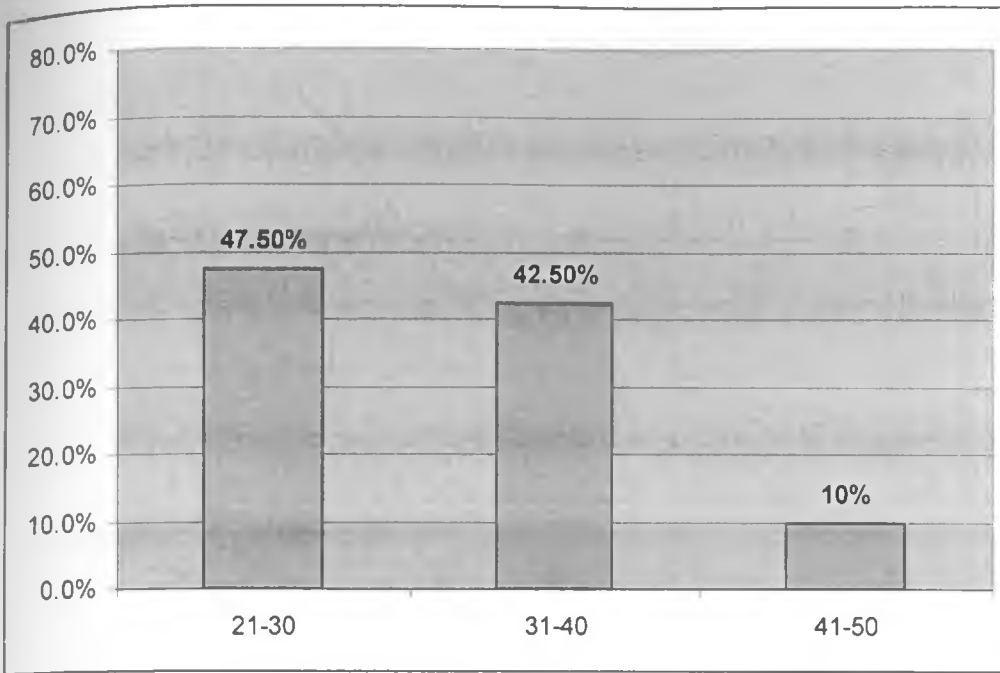
Figure4.1: Gender Composition



4.2.3: Age Bracket

The findings presented in Figure 4.2 shows that, 47.5% of the respondents were of age 21-30 years, 42.5% were between 31-40 years of age, and 10.0% were between 41-50 years old. On average the majority of the employees are between the ages of 21-30 years. It shows that the department has young workforce.

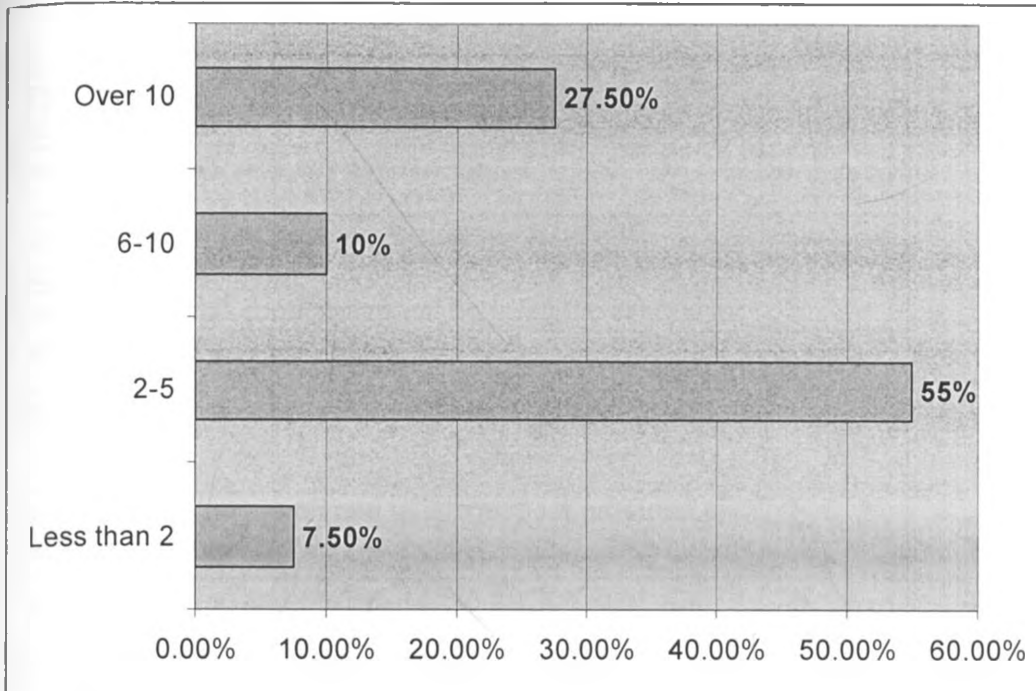
Figure 4.2: Age Bracket



4.2.4: Length of Service with the Department (years)

The results presented in Figure 4.3 shows that the number of years of service in the current organisation varies from a period of less than 2 years to over 10 years. 55.0% of the respondents had worked in the department for between 2 and 5 years, 27.5% had worked for a period of over 10 years, 10.0% had worked for a period of 6 to 10 years and 7.5% had worked for less than 2 years. Majority of the respondents have worked in their organization between 2 –5 years, thus showing that the respondents have a fair understanding of the operations of the department.

Figure 4.3: Length of Service with the Department



4.3: Job Satisfaction

The respondents were asked to give their independent opinion on the extent the factors affects job satisfaction in a five point Likert scale. The range was 'Very great extent (5)' to 'Not at all' (1). The scores of not at all were taken to present a variable which had mean score of 0 to 2.4 on the continuous Likert scale ;($0 \leq S.E < 2.4$). The scores of 'moderate extent were taken to represent a variable with a mean score of 2.5 to 3.4 pm the continuous Likert scale: $2.5 \leq M.E. < 3.4$) and the score of very great extent were taken to represent a variable which had a mean score of 3.5 to 5.0 on a continuous Likert scale; $3.5 \leq L.E. < 5.0$). A standard deviation of > 1.5 implies a significant difference on the impact of the variable among respondents.

Means and Standard Deviations for items.

Table 4.2: Job Satisfaction

	Mean	Std. Deviation
Opportunities are available to use and develop my skills and knowledge	2.9500	.90441
Receive adequate and fair competition	2.4250	1.00989
Supervisor encourages me to suggest new ways of carrying out tasks	2.2250	1.09749
There exists good communication between the supervisor and I	3.0750	1.18511
There exists good relations between my colleagues and I	3.7750	.73336
Tools of work (computer and telephone) are provided to facilitate working	3.0000	1.32045
Actively involved and empowered in my job	3.0750	1.16327
An opportunity is given to me to lead the team sometimes	2.2500	1.23517
The gender of my supervisor affects my attitude	1.4750	.75064
Supervised by unfriendly/strict supervisor	2.2500	1.29595
Work is repetitive and manual	3.7250	1.24009
Organization provides training to fill the gap to perform my job efficiently	2.9500	1.01147
Supervisor provides plans in advance on how to carry out assignments	2.7000	1.18105
There exists reasonable degree of social interaction at work	3.1500	1.07537
Can join welfare groups in the department	3.7000	1.18105
Have influence over policy formulation	1.6500	.86380
Have autonomy in how and when to perform my work	2.2750	1.19802
Opportunities for promotion in my current job exist	2.2750	1.06187
Work in a friendly environment	2.4250	1.05945

The findings in Table 4.2 above show that only three factors had a mean ranking of above 3.5 (very great extent). These three factors describe instances where the level of influence is high and their high ratings (mean 3.7750 for there exists good relations between my colleagues and I, 3.7250 for work is repetitive and 3.7000 for employees can join welfare groups in the department) indicate the factors do influence job satisfaction to a very large extent and thus the department should accord more weight on these factors. However there was a high degree of variation among respondents, an indication that some factors do influence job satisfaction more than others. This is indicated by standard deviation of .73336, 1.24009 and 1.18105 for existence of good relations between my colleagues and I, work is repetitive and can join welfare groups in the department respectively.

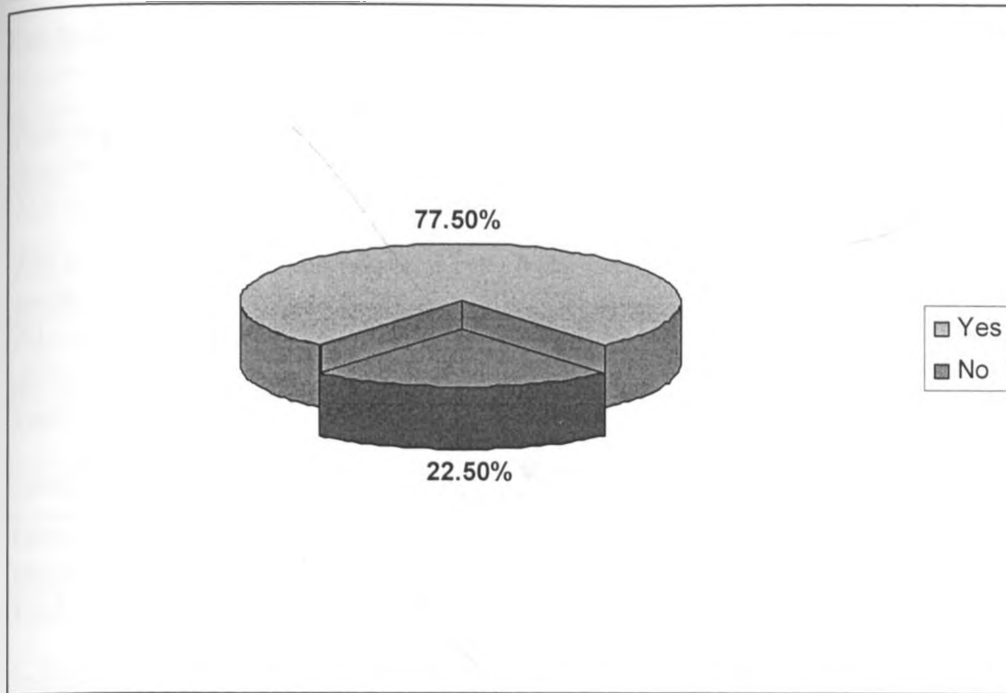
On the other hand, the results indicate that some factors do not influence job satisfaction to a great extent. This is illustrated by: the gender of supervisor affecting employee attitude with a mean and standard deviation of 1.47 and .75 respectively; having influence over policy formulation, with a mean ranking of 1.65 and standard deviation of .86; closely followed by supervisor encouragement to suggest new ways of carrying out tasks with mean ranking of 2.22 and standard deviation of 1.09, then working in a friendly environment with a mean of 2.42 and a standard deviation of 1.05.

Specifically factors with mean of 3.5 and above are considered to have a great influence on job satisfaction.

4.4: Reasons for Leaving the Department

77.5% of the respondents said that they had considered leaving the department while only 22.5% had not considered leaving.

Figure 4.4: Considerations to leave the Department



When asked further why they wanted to leave the department, the respondents gave the following reasons: poor pay, outdated management styles, promotions not given on merit, uncompetitive pay and perks, unfriendly working environment, nepotism, undemocratic and impunitive culture, non challenging jobs, no clear career progression, lack of health and safety policies, lack of schemes of service.

4.5: Other factors that contribute to dissatisfaction

In order to understand further dissatisfaction, respondents were asked about other factors that have contributed to dissatisfaction. Respondents said that: repetitive and manual way of performing tasks, provision of sub-standard materials, working long hours without compensation, unsupportive organizational structure, lack of career opportunities, unchallenging tasks, lack of continuous evaluation of performance, poor management, discrimination, poor health and safety facilities and favouritism.

4.6: Factors that lead to stress

This section covers findings from the specific questions posed to the respondent's to determine the extent to which some predetermined factors lead to stress. Measure of central tendency (mean) and a measure of variation (standard deviation) was used to analyze the data.

Table 4.3: Means and Standard Deviations for Measures of Stress.

	Mean	Std. Deviation
Poorly designed jobs that do not permit use of skills and discretion	3.7250	1.08575
Job not challenging to maintain employee interest	3.3500	1.07537
Job does not provide mechanisms for giving early feedback on performance	3.6000	1.08131
Participative management styles that allow for discussion of issues	3.0250	1.32988
Lack of delegation of authority	3.3000	1.18105
Leaders pays less attention to individual's needs	3.8500	1.09895
Group leaders do not deal immediately with cases of fairness	3.6500	1.05125
Lack of good quality of working life	3.9250	1.09515
Inability to cope with the demands of the job	3.2250	1.09749
Role ambiguity and conflict	3.2500	1.23517
Being given more autonomy	2.5250	1.21924
Setting unreasonable and achievable targets which may stretch people and place burdens on them	3.6250	1.12518
Placing people in jobs that are not within their capabilities	3.8000	1.18105
Over or under promoting employees	3.9000	1.27702
Performance management in place does allow dialogue to take place between managers and individuals	4.0500	1.01147
Individuals not given the opportunity to talk about their problems	4.2500	.86972
Policies do not take into account personal responsibilities of employees	3.8000	1.09075

The findings in Table 4.3 above show that only two factors had a mean ranking of above 4 (very great extent). These two factors describe instances where the extent of impact is high and hence their high ratings (mean 4.05 for performance management in place does allow dialogue to take place between managers and individuals and 4.25 for individuals not given the opportunity to talk about their problems).

On the other hand, the results indicate that lack of good quality of working life with a mean of 3.92 and standard deviation of 1.09, over or under promoting employees with a mean of 3.90 and a standard deviation of 1.27, leaders pays less attention to individual's needs with a mean of 3.85 and a standard deviation of 1.09, policies do not take into account personal responsibilities of employees with mean of 3.80 and standard deviation of 1.09 lead to stress. However from the analysis, the extent of influence different factors has on various individuals vary as shown by the varied standard deviations. The same applies to poorly designed jobs that do not permit use of skills and discretion such as "job does not provide mechanisms for giving early feedback on performance", "group leaders do not deal immediately with cases of fairness", "setting unreasonable and unachievable targets" which may stretch people and place burdens on them with a mean scores of 3.7, 3.6, 3.6 respectively and standard deviation of 1.08, 1.08 and 1.12 respectively. The high degree of variation among respondents is an indication that some factors do lead to stress more than others.

4.7: Relationship between Job Satisfaction and Stress

Relationship between job satisfaction and stress was analyzed using Pearson's product moment of correlation statistic. Results are presented in table 4.4. As shown in the table, the strongest correlations were between "Job does not provide mechanisms for giving early feedback on performance" and "Poorly designed jobs that do not permit use of skills and discretion" ($r = 0.559$); "provision of work plan by the supervisor in advance" and "Work is repetitive and manual" ($r = -0.548$); "There exists good relations between my colleagues and the employee" and "employee's having autonomy on how and when to perform work" ($r = 0.491$). Although the above correlations were strong, they are on the threshold. Management needs to work on them to make them even stronger.

The weakest correlation between employees participation and stress was on "existence of good communication between the supervisor and the employee" and "employee having influence over policy formulation" ($r = 0.001$); "provision of training to employees to fill the gap to perform their task efficiently" and "leaders paying less attention to individual's needs" ($r = 0.016$); "lack of participative management styles that allows for discussion of issues with employees" and "leaders paying less attention to individual's needs" ($r = 0.020$); "work being repetitive and manual" and "leaders paying less

attention to individual's needs" ($r = 0.025$). The organization therefore should improve by increasing their attention to employees needs and also involving employees in decision making so that they feel to be part of the organization and therefore dedicate their energy in improving the organization and not looking for employment elsewhere.

Table 4.4: Results of the correlation analysis for the relationship between job satisfaction and stress variables.

	Have influence over policy formulation	Have autonomy in how and when to perform my work	Opportunities for promotion in my current job exist	There exists good communication between the supervisor and I	There exists good relations between my colleagues and I	Tools of work (computer and telephone) are provided to facilitate working
Have influence over policy formulation	1	.368	.303	.001	.277	.090
Have autonomy in how and when to perform my work	.368	1	.262	.491	.277	.097
Opportunities for promotion in my current job exist	.303	.262	1	.330	.312	.293
There exists good communication between the supervisor and I	.001	.491	.330	1	.315	.393
There exists good relations between my colleagues and I	.277	.277	.312	.315	1	.185
Tools of work (computer and telephone) are provided to facilitate working	.090	.097	.293	.393	.185	1

Table 4.4 continues

	An opportunity is given to me to lead the team sometimes	The gender of my supervisor affects my attitude	Supervised by unfriendly/strict supervisor	Poorly designed jobs that do not permit use of skills and discretion	Job not challenging to maintain employee interest	Job does not provide mechanisms for giving early feedback on performance
An opportunity is given to me to lead the team sometimes	1	.062	-.264	.167	.338	.269
The gender of my supervisor affects my attitude	.062	1	.402	.101	.233	.082
Supervised by unfriendly/strict supervisor	-.264	.402	1	.196	.175	-.128
Poorly designed jobs that do not permit use of skills and discretion	.167	.101	.196	1	.480	.559
Job not challenging to maintain employee interest	.338	.233	.175	.480	1	.542
Job does not provide mechanisms for giving early feedback on performance	.269	.082	-.128	.559	.542	1
	Participative management styles that allow for discussion of issues	Lack of delegation of authority	Leaders pays less attention to individual's needs	Work is repetitive and manual	Organization provides training to fill the gap to perform my job efficiently	Supervisor provides plans in advance on how to carry out assignments
Participative management styles that allow for discussion of issues	1	.207	.020	.113	-.094	-.060
Lack of delegation of authority	.207	1	.431	-.100	.206	.029

Table 4.4 continues

Leaders pays less attention to individual's needs	.020	.431	1	.025	.016	-.253
Work is repetitive and manual	.113	-.100	.025	1	-.175	-.548
Organization provides training to fill the gap to perform my job efficiently	-.094	.206	.016	-.175	1	.331
Supervisor provides plans in advance on how to carry out assignments	-.060	.029	-.253	-.548	.331	1

CHAPTER FIVE

SUMMARY, CONCLUSIONS, RECOMMENDATIONS, AND LIMITATIONS

5.1: Summary

In summary, the study shows that job satisfaction and stress in the department of Government Press are affected by several factors. It was apparent that a majority of employees in the Department had only been with the organization for less than six years and this group actually constituted the youngest population in the Department. This may explain their dissatisfaction with the jobs because of nature of their jobs which are repetitive and manual, provision of sub-standard working materials, long hours of work without compensation, unsupportive organizational structure, lack of career opportunities, unchallenging tasks, lack of continuous evaluation of performance, poor management, discrimination, poor health and safety facilities and favouritism.

The respondents also agreed that stress and job dissatisfaction affect organizational commitment, that is, it affects: morale because overtime hours are reduced leading to low pay, employees not given an opportunity to express their views and low motivation leading to low production. The respondents further said that: poor deployment of human resource, routine work, poor relationship between employees resulting from gossip, nepotism, job ambiguity, poor relations at work, use of grapevine, poor communication, inappropriate working tools, unfairness in promotion, financial and social problems had led to stress among staff.

It was noted that specific factors have a great influence on job satisfaction. These were: existence of good relations between colleagues, repetitive work and employees being able to join welfare groups within the department. The department therefore needs to put more emphasis on these factors. Other factors do not influence job satisfaction to a great extent and these were: the gender of supervisor affecting employee attitude, having influence over policy formulation, supervisor encouragement to suggest new ways of carrying out

tasks and working in a friendly environment. However the department needs to take into factors that are considered to have a great influence on job satisfaction.

5.2 CONCLUSIONS

From the research findings and the answers to the research questions, some conclusions can be, made about the study. The general objective of the study was to investigate the relationship between job satisfaction and stress at government press. From the study it can be concluded that job satisfaction and stress do have a relationship.

5.2.1: Job satisfaction

Job satisfaction is very vital for the functioning of any organization. The study shows that there was poor relationship among the employees, work being repetitive and employees not being given the opportunity to join welfare organizations. It is therefore crucial that the government and government press management put into consideration the urgency of ensuring that employees relate well so that they can work together as a team for better service delivery and also giving the employees the opportunity to join welfare organizations to uplift their standards. It would be also prudent that the management gives employees the opportunity to work on various departments so that they do not do repetitive tasks daily and therefore gives them challenging tasks.

5.2.2: Leaving the organization

Members of staff or workers are an important asset for any organization that intends to meet its goals. Therefore it is very vital that government takes more initiative in making the lives of their staff better so that their motivated attitude can result to success in service delivery. There is no work that can be done successfully if matters that affect staff are not taken into consideration by management. It is therefore an issue of urgency that the government press management look into all factors affecting staff which include aspects such as offering training to their staff, fair and just promotions, better salaries for staff, positive organization culture, ensure good relations among staff both from top to bottom and also ensure that staff are aware of their expectations so as to improve service delivery at the government press.

5.2.3 stress factors

There certain factors that is very crucial for any organization to perform efficiently and therefore the government needs to improve on them to make the employees working environment to be conducive. These factors include; Employees not given the opportunity to talk about their problems, Performance management in place not allowing dialogue to take place between managers and individuals, Lack of good quality of working life, Over or under promoting employees and Leaders paying less attention to individual's needs. The government therefore should ensure that the factors which affect employee's job performance are reduced in order to increase their efficiency.

5.3: RECOMMENDATIONS

The following recommendations are given to both the policy makers and researchers.

5.3.1. Job satisfaction

The department needs to look at the factors that are affect job satisfaction to a very great extent, particularly the need for existence of good relations between my employees, unchallenging and repetitive tasks and ability of employees can join welfare groups. The department need review its jobs and carry out a job satisfaction survey to determine how some issues will be addressed.

5.3.2. Reducing stress

In view of the findings, it is recommended that the department need to urgently address issues such as lack of good quality of working life, over and/or under promoting employees, leaders paying less attention to individual's needs, policies that do not take into account personal responsibilities of employees, poorly designed jobs that do not permit use of skills and discretion, feedback on performance, setting unreasonable and achievable targets, which affect job satisfaction and drive employees consider leaving employment.

5.3.3 Job Satisfaction and Stress

From the analysis, the Government Press need to improve on issues around autonomy, good communication between the supervisors and other staff, and provision of computers and telephone services so as to facilitate the employees to work. In addition, jobs should be designed to allow use of skills and discretion and provision of mechanisms for giving early feedback on performance, supervisors should provide plans in advance on how to carry out assignments, design jobs that are not repetitive, delegate some authority and heads of department to pay more attention to individual's needs.

5.4. Recommendations for Further Research

The study confined itself to the Government Press Department. This research therefore should be replicated in other government ministries and the results be compared so as to establish whether there is consistency among the ministries.

5.5 Limitations of the study

This study was based on a sample limited to Government press only. It did not cover other government departments and ministries and therefore it cannot be used as a reflection of the Government ministries and departments. The scope and depth of study was also limited by the time factor and financial resource constraints. This put the researcher under immense time pressure.

The researcher also encountered immense problems with the respondents' unwillingness to complete the questionnaires promptly. Some of them kept the questionnaires for too long, thus delaying data analysis.

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QUESTIONNAIRE

Please give answers in the spaces provided and tick (✓) the box that matches your response to the questions where applicable.

SECTION ONE: INTRODUCTION

- 1) Name (Optional) _____

- 2) Which of the following best describes your position?
 - a) Top Management ()
 - b) Middle Management/ supervisory ()
 - c) Unionisable ()

- 3) Gender? (tick as appropriate)
 - a) Female ()
 - b) Male ()

- 4) Please indicate the section you work in:

- 5) What is your age bracket? (Tick as applicable)
 - a) Under 20 years ()
 - b) 21 – 30 years ()
 - c) 31 – 40 years ()
 - d) 41 – 50 years ()
 - e) Over 50 years ()

- 6) How long have you worked in this department? (Tick as applicable)
 - a) Less than two years ()
 - b) 2-5 years ()
 - c) 6-10 years ()
 - d) Over 10 years ()

SECTION B: JOB SATISFACTION

7. To what extent do the factors listed below influence your job satisfaction?
Responses are in a scale from 5 to 1 defined as below.

		<i>Very Great extent</i>	<i>Great extent</i>	<i>Moderate extent</i>	<i>Small extent</i>	<i>Not all</i>
		5	4	3	2	1
i)	Opportunities available to use and develop my skills and knowledge					
ii)	I receive adequate and fair compensation					
iii)	Supervisor encourages me to suggest new ways of carrying out tasks					
iv)	There exists good communication between the supervisor and I					
v)	There exists good relations between my colleagues and I					
vi)	Tools of work (computer and telephone) are provided to facilitate working					
vii)	I am actively involved and empowered in my job.					
viii)	An opportunity is given to me to lead the team sometimes					
ix)	The gender of my supervisor affects my attitude.					
x)	Supervised by unfriendly/strict supervisor					
xi)	Work is repetitive and manual					
xii)	Organization provides training to fill the gap to perform my job efficiently					
xiii)	Supervisor provides plans in advance on how to carry out assignments					
xiv)	There exists reasonable degree of social interaction at work					
xv)	I can join welfare groups in the department					
xvi)	I have influence over policy formulation					
xvii)	I have autonomy in how and when to perform my work					
xviii)	Opportunities for promotion in my current job exist.					
xix)	Work in a friendly environment					

8. Have you ever thought of leaving the department?

- a) Yes
- b) No

9. What may be some the reasons for wanting to leaving the department?

10. What other factors make you not satisfied with your job?

SECTION C: STRESS

13. To what extent do the factors listed below lead to stress. Responses are in a scale from 5 to 1 defined as below.

		Very Great extent	Great extent	Moderate extent	Small extent	Not all
		5	4	3	2	1
i)	Poorly designed jobs that do not permit use of skills and discretion					
ii)	Job not challenging to maintain employee interest					
iii)	Job does not provide mechanisms for giving early feedback on performance.					
iv)	Participative management styles that allow for discussion of issues					
v)	Lack of delegation of authority					
vi)	Leaders pays less attention to individual's needs					
vii)	Group leaders do not deal immediately with cases of fairness.					
viii)	Lack of good quality of working life					
ix)	Inability to cope with the demands of the job,					
x)	Role ambiguity and conflict					
xi)	Being given more autonomy					
xii)	Setting unreasonable and unachievable targets which may stretch people and place burdens on them					
xiii)	Placing people in jobs that are not within their capabilities					
xiv)	Over or under promoting employees					
xv)	Performance management in place does not allow dialogue to take place between managers and individuals					
xvi)	Individuals not given the opportunity to talk about their problems					
xvii)	Policies do not take into account personal responsibilities of employees					

14. Does stress and job dissatisfaction affect organizational commitment?

a) Yes

b) No

15. If Yes, in what ways?

16. What other factors not mentioned above influence organizational commitment?

Thank you for your cooperation.