

**FACTORS INFLUENCING EMPLOYEES' JOB SATISFACTION AND  
RETENTION IN THE MINISTRY OF HOME AFFAIRS**

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## DECLARATION

I hereby declare that this is my original work and has not been submitted to any other academic body for examination purposes.

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Sign:  Date 5/09/2011

Supervisor

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

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## **DEDICATION**

**This research study is dedicated to my daughter Tina and family for the tireless sacrifices of their precious family time throughout the entire MBA program and especially during this research project.**

**To my daughter Tina, may you go beyond this!**

## ABSTRACT

It is generally believed that high levels of employee satisfaction translate into increased employee commitment, productivity and retention for organizations. For effective functioning of any organization employees must learn to perform their jobs at a satisfactory level of proficiency and also the organization must provide opportunities for the continued development and training of employees not only on their jobs, but as well develop them for other jobs for which they might later be considered. This study therefore seeks to fill this knowledge gap by investigating factors affecting job satisfaction and retention in the ministry of Home affairs. The main objective of the study is to establish factors affecting job satisfaction and employees retention in the Ministry of Home Affairs.

The design of this research was a descriptive survey seeking to obtain information that describes existing phenomena by asking individuals about their perceptions, attitude, behavior or values. Employees in all the departments will be targeted. The total number of staff in the Ministry of Home affairs headquarter will be is 824. The sampling design to be adopted will be simple random sampling to select 82 respondents which is more the 30. Primary data was collected by the use of questionnaires. The questionnaires were self administered. Descriptive statistics analysis such as means, standard deviation and frequency distribution was used to analyze quantitative data.

From the findings, the study concludes that pay and benefits, work overload and working conditions influences employees job satisfaction at the Ministry of Home Affairs. The study also conclude that communicate, training opportunities, work challenge and recognition affected employees job satisfaction and retention at the Ministry of Home affairs .The study concluded that training, involvement of staff in the decision making influence job satisfaction and retention at the ministry of Home Affairs. The study further concludes that training and development improve communication among the staff and enhance staff career development and improving their job satisfaction and willingness to work for a longer time in the Ministry of Home Affairs.

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## CHAPTER ONE: INTRODUCTION

### 1.1 Background of the study

While an organization must be competitive in terms of compensation and benefits, it is the relationship with the supervisor that is often a crucial factor in determining whether a person stays or goes. Employees want more interaction with management, more self-satisfaction on the job, more responsibility and more control over decisions affecting them (Ulrich, 1996). They want their work to make a difference and want to be part of something that matters. Departments should encourage innovation by soliciting the advice and input of their staff members, followed by responses to ideas, complaints or questions. It is difficult to keep people on the job if they have no say in how to do it (Kreitner, 1983).

The primary concern of an organization is its viability and hence its efficiency (Brown and Yoshioka, 2003). For effective functioning of any organization employees must learn to perform their jobs at a satisfactory level of proficiency and also the organization must provide opportunities for the continued development and training of employees not only on their jobs, but as well develop them for other jobs for which they might later be considered. Deci and Ryan (1985) indicated that training is a systematic process of altering the behaviour, knowledge and or motivation of employees in a direction to increase the trainees' effectiveness and organizational goal achievement. People are unique- they have different needs, different ambition, different attitudes, and different desires for responsibility, different levels of knowledge and skills and different potentials. Although committed and loyal employees are the most influential factor to becoming an employer of choice, it's no surprise that companies and organizations face significant challenges in developing energized and engaged workforces. However, there is plenty of research to show that increased employee commitment and trust in leadership can positively impact the company's bottom line. In fact, the true potential of an organization can only be realized when the productivity level of all individuals and teams are fully aligned, committed and energized to successfully accomplish the goals of the organization (Koontz et al. 2003).

### **1.1.1 Job Satisfaction**

Job satisfaction may be defined as favourable or positive feelings about work or the work environment, while job dissatisfaction may be defined as unhappy or negative feelings about work or the work environment. Job satisfaction describes how content an individual is with his or her job. The happier people are with their job, the more satisfied they are said to be. Job satisfaction is not the same as motivation, although it is clearly linked. Job design aims to enhance job satisfaction and performance; methods include job rotation, job enlargement and job enrichment. Other influences on satisfaction include the management style and culture, employee involvement, empowerment and autonomous work position. Job satisfaction is a very important attribute which is frequently measured by organizations. The most common way of measurement is the use of rating scales where employees report their reactions to their jobs. Questions relate to rate of pay, work responsibilities, variety of tasks, promotional opportunities, the work itself and co-workers. Some questioners ask yes or no questions while others ask to rate satisfaction on 1-5 scale (where 1 represents "not at all satisfied" and 5 represents "extremely satisfied" (Dewar and Werbel, 1999).

Employee satisfaction not only ensures customer service quality, but also contributes to employee retention and commitment, hence adding to the human assets quality of a firm and elevating its competitiveness in the market .Satisfied employees believe that their organization provide customer service that is reliable, responsive, and empathetic, and that employees are knowledgeable and able to instill confidence in customers. Ubom and Joshua, (2004) also found job satisfaction and internal service quality to have positive relationships with organizational commitment, which "is of paramount importance to hospitality companies that strive for competitive advantage. With respect to the impact of job satisfaction on turnover intention and that highly satisfied employees are less likely to seek new employment. Given the importance of job satisfaction for service quality and organizational commitment, it is essential for public organization to understand the drivers behind employee job satisfaction.

In today's competitive environment the public institutions in Kenya thrive and survive on their human resources. Values, attitudes, perceptions and behaviour, which form these resources, influence employee performance. The management of the public institutions in Kenya understand that job satisfaction and retention of qualified personnel are the key factors in realising institutional and individual goals that in turn greatly depends on individual's self-motivation and job satisfaction. Satisfied staff in the Ministry of Home affair stays on for long to achieve their goals. Job responsibilities, achievements, growth, self-fulfillment and recognition enhance job satisfaction levels .There has been high labor turnover in the Ministry of Home Affairs and therefore there is a need for the management to ensure staff are satisfied and also adopt effectively designed and well implemented staff retention programs that increase employee tenure and minimize turnover costs and increased productivity.

### **1.1.2 Employee Retention**

Since employers replace seasoned employees with inexperienced personnel, the remaining employees' work schedules are disrupted as they pick up the slack for employees in training. Woods et al. (1998), unwanted turnover curtails company expansion possibilities as it eats away at profits. Therefore the awareness of the importance of employees staying with an organization is evident (Cho et al, 2006). Hospitality executives who understand the value of human capital and adopt organizational policies and management practices in pursuit of employee retention will outperform the competition (Schneider , Gross and Etzioni ,1992).

Indeed, tenured workforces not only reduce the separation, recruiting, selection and hiring costs associated with the churning of employees, but also become more productive over time, resulting in higher competitiveness and added profitability (Morgan and Hunt 1994). Effectively designed and well implemented employee retention programs that increase employee tenure more than pay for themselves through reduced turnover costs and increased productivity. Moreover, financially successful hospitality firms (Starbucks and Southwest Airlines) have attributed their strong performance to their emphasis on employee retention and development (Hinkin and Tracey, 2000). Highly paid workers are

less likely to leave than their lowly paid counterparts. Higher paid workers are likely to put efforts more in their jobs in terms of time, dedication and initiatives providing better services to the employer (Kickul, 2001). Improving employee benefits will to a great extent reduce the employee turnover.

### **1.1.3 Job satisfaction and Retentions**

Employee satisfaction and retention have always been important issues for organizations. but few practices have made job satisfaction a top priority, perhaps because they have failed to understand the significant opportunity that lies in front of them. Satisfied employees tend to be more productive, creative and committed to their employers, and recent studies have shown a direct correlation between staff satisfaction and employees retention. Organization management who can create work environments that attract, motivate and retain hard-working individuals will be better positioned to succeed in a competitive environment that demands quality and cost-efficiency (Brown and Yoshioka 2003). Since the mid-1990s, scholarly research investigations have been focusing not only on determining why employees leave organizations but also concentrating on those factors positively influencing employees to stay, as well as the benefits associated with retaining tenured workers. Spector (1997) has found that satisfied employees are more likely to stay with their employers and compensation and benefits were ranked equally as the most important ingredients of job satisfaction.

The challenging employee demands to their employers has turned the job market into a very dynamic sector in the sense that everyone is changing jobs almost all the time in search for satisfaction in their jobs. Job satisfaction can be broadly classified into intrinsic and extrinsic factors according to Locke (1983). Intrinsic elements of job satisfaction are derived from internally arbitrated rewards such as the nature of the job itself and opportunities for personal growth and accomplishment. Extrinsic elements of job satisfaction on the other hand result from externally mediated rewards such as satisfaction with pay and benefits, company policies and support, supervision, co-workers, job security and chances for promotion. Dissatisfaction therefore exists when these factors have not been taken care of at the workplace.

#### **1.1.4 Ministry of Home Affairs**

The presentation on the Kenya Civil Service Reform (CSR) was launched in August 1993 and its main objective was to improve efficiency and productivity of the Civil Service so as to improve employees satisfaction and ensure more qualified and experience are retained in the government to continue offering quality services . The number of workers employs citizen people, especially the poorest and most vulnerable. Resource-constrained countries employees who are migrating from government sector to private threaten government capacity to offer quality services.

Ministry of Home affairs is a state ministry and headed by the appointed Minister by the president in the power. Currently the ministry is headed by the Vice president Hon Kalonzo Musyoka and the permanent secretary being Dr. Ludeki Chwweya . The Ministry has adopted strategic approach in it Endeavors as it vision is to be an institution of excellence in provision of correctional services and regulation of the gaming industry. This is in line with it mission statement which is to promote a just, secure and conducive social environment through containment, rehabilitation and reintegration of offenders and cultivation of equity in regulation of the gaming industry Ministry of Home Affairs in Kenya is a state Ministry which is concerned with providing policy direction and effective leadership in all ministerial matters relating to staff and other resources, programmes, projects and activities ( Accessed online at ,[www.homeaffairs.go](http://www.homeaffairs.go)).

The Ministry also ensures safe custodian and rehabilitation of all categories of offenders so that they may be reintegrated into the society as responsible citizens who can contribute positively to economic development of the country and finally generate and provide information to courts as well as regulating and controlling the gaming industry in the country. To this end, the government has created steering committees on the civil service reform programme (CSRFP) at the national, provincial and district levels as well as in each ministry with a national secretariat as its operational arm. The reform represented significant policy shifts in the areas of staffing, civil service organization, pay and benefits. personnel management and training and financial and performance management

to ensure competent staff are more satisfied and retained in the offering of the services within the government units.

## **1.2 Statement of the Problem**

It is generally believed that high levels of employee satisfaction translate into increased employee commitment, productivity and retention for organizations. However, if employees are dissatisfied with their jobs, trouble lies ahead. Low job satisfaction is associated with higher levels of absenteeism, decreased productivity and increased turnover--three conditions that organizations can ill afford in today's highly competitive search for talent. According to experts, while most managers believe employees leave due to money issues, in actuality it is an employee's relationship with their supervisor that has the greatest impact on whether they stay or go, because a supervisor has control over the CORE elements that create job satisfaction --compensation, opportunity, recognition and environment. And that is why it is important to hold supervisors accountable for retaining a thriving workforce.

Organizations have been remiss in this regard, as the lack of investment in staff in this area is consistently linked with low levels of job satisfaction, and nurses' job satisfaction is vital to their retention. Further to this, specialization has been shown in studies to be a major contributor to the job satisfaction of nurses (Pfeffer,1998).). It also appears that nurses who feel they have access to promotional opportunities are more satisfied than others . In Morgan and Hunt (1994) confirm that nurses' job satisfaction comes from self-fulfilment and a feeling of achievement or accomplishment and improve their intent to stay working for the institutions.

The saying, good help is hard to find, is even truer these days than ever before because the job market is becoming increasingly tight. Knouse. (1995) suggest that employers are fighting to get talented employees in order to maintain a prosperous business. Mark Wiley (2000) believes that, there is a straight line between employee satisfaction and customer satisfaction. He believes that today's employees pose a complete new set of challenges, especially when businesses are forced to confront one of the tightest labor markets in decades. Therefore, it is getting more difficult to retain employees, as the pool

of talent is becoming more-and more tapped-out. The government of Kenya through the Public Service Commission needs to establish strategies to improve staff satisfaction and retain valuable employees to continue offering quality services. The management in the Ministry of Home Affairs has a need to keep employees from leaving and going to work for other institutions. This is true because of the great costs associated with hiring and retraining new employees. The best way to retain employees is by providing them with job satisfaction and opportunities for advancement in their careers (Hong, 2001).

Local studies have focused more on job satisfaction and employees performance. Kimeu (2008) carried out a study on relationship between realistic job preview and Employee Job Satisfaction focusing on Management Employees in Commercial Banks in Kenya and found out that there exist a strong relationship between employee job satisfaction and real responsibility assigned to staff. Oluoch (2007) carried out a study on a survey of the relationship between performance appraisal practices, motivation & job satisfaction of employees of Commercial banks in Nairobi and found out that performance appraisal practices, motivation influence employees job satisfaction. Kang'ethe (2007) investigated the effects of learning organizations on job satisfaction a survey of employees in organizations for disabled person's and found that learning in the organization greatly influences employee's job satisfaction. . To the best of the researcher knowledge, there is no known study that has focused on factors affecting employee's job satisfaction and retention in the Ministry of Home Affairs. This study therefore seeks to fill this knowledge gap by investigating factors affecting job satisfaction and retention in the ministry of Home affairs.

### **1.3 Objective of the study**

To establish factors affecting job satisfaction and employees retention in the Ministry of Home Affairs.



#### **1.4 Significance of the study**

The Ministry of Home affairs and others government agencies will benefit from this study as it will provide insights on factors affecting employees job satisfactions and retention.

The study will be useful to the government policy making bodies, as it will provide knowledge useful in formulation of policy and a regulatory framework on best practices on improving job satisfaction and retention. This will enable management of the organization to satisfy it human resources and retains more competent and qualifies personnel in the organization which will in turn enables the organizations to gain competitive advantage over it rivals

Researchers and scholars will find this study significance as it will form the foundation for further study on factor issues related to job satisfaction and retention in the organizations both in public and in private sectors.

## CHAPTER TWO: LITERATURE REVIEW

### 2.1 Job Satisfaction

Job satisfaction is described as techniques applied to enhance alignment of employee and organisational interests so that behaviour results in achievement of employees' wants concurrently with achievement of organisational goals . Vroom (2008) posits job satisfaction as a general term applied to the entire class of drives, desires, needs, wishes and similar forces used by managers to satisfy (same drives and desires) and to induce the subordinates to act in a desired manner. Primarily the study of job satisfaction is concerned with the factors that influence people to behave in certain ways. The factors are not definite, explicit, or exhaustive since every new research continues to unearth new variables (Selden and Brewer,2000).

The term job satisfaction as perceived by many researchers, mainly psychologists in its application to HRM practices is the conceptual equivalent of the valence of the job or work role to the person performing it. Vroom (1964) considered the question of job satisfaction as an aspect of motivation Vroom, further indicates that much of the observed behaviour is subject to alteration by means of enhancing employee job Satisfaction. Armstrong (2008) hypothesises that if job conditions cannot be changed, a dissatisfied worker may opt to change the job in the form of either internal transfer or quit for good depending on if the dissatisfaction is job-specific or related to organisational policies, is shared by many scholars. This implies rewards that individuals view as attractive are those that have high degree of anticipated satisfaction to them from an outcome. Intrinsic rewards are those that derive from individual's personal work experience and extrinsic rewards are associated with outside factors. The notable importance of job satisfaction studies revolves around diagnosis, treatment, and occasionally prevention of negative employee attitude manifested in such problems as absenteeism, turnover, underproduction, and even sabotage.

The importance of job satisfaction in organisations cannot be overemphasised. Driven by the general belief that productivity is influenced by degree of employee job satisfaction,

albeit lack of consensus, many managers are seen capitalising on psychological research. Brown (2001) highlighted organisational inability to induce job satisfaction, as one of the paramount indicators of deteriorating conditions in work places. Other researchers strongly aver with these sentiments, adding that job dissatisfaction is highly associated with labour turnover. Levels of labour turnover and absenteeism can be very high in organisations with poor working conditions, undesirable jobs, pay inequities, and limited opportunities of advancement (Armstrong, 2008)

## **2.2 Employees Retentions**

While the lodging industry represents approximately one quarter of US service-sector workers, it also experiences some of the nation's highest employee turnover rates, representing one of the greatest ongoing challenges of the industry. The hospitality industry has reported annual turnover rates ranging from 32 percent to 300 percent. The cost associated with high employee turnover, which has been well documented in the hospitality literature, averages from \$3,000 to \$10,000 per hourly employee to over \$50,000 for managers. Spector (1997) determined that the most costly element of employee turnover, representing 60 percent, is that of lost productivity. Since employers replace seasoned employees with inexperienced personnel, the remaining employees' work schedules are disrupted as they pick up the slack for employees in training. Unwanted turnover curtails company expansion possibilities as it eats away at profits (Smith, 1992).

The awareness of the importance of employees staying with an organization is evident. Scholars Kate and Masako (2002) advocate that hospitality executives who understand the value of human capital and adopt organizational policies and management practices in pursuit of employee retention will outperform the competition. Indeed, tenured workforces not only reduce the separation, recruiting, selection and hiring costs associated with the churning of employees, but also become more productive over time, resulting in higher competitiveness and added profitability . Effectively designed and well implemented employee retention programs that increase employee tenure more than pay for themselves through reduced turnover costs and increased productivity. Moreover,

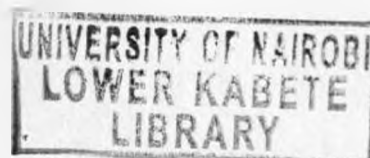
financially successful hospitality firms (Starbucks and Southwest Airlines) have attributed their strong performance to their emphasis on employee retention and development.

Since the mid-1990s, scholarly research investigations have been focusing not only on determining why employees leave organizations but also concentrating on those factors positively influencing employees to stay, as well as the benefits associated with retaining tenured workers. The initiatives outlined in the study-developed model were identified in prior works and specifically derived from measures applied and utilized since 2004 by a consulting firm in South Florida. Providing the employees with the knowledge and skills to do their job and further recognizing and rewarding the knowledge and hard work of the employees, providing a safe and stable work environment, giving them opportunity to be creative and entrepreneurial are important tasks done by a company to retain employees. By giving them an environment where they do not have to worry about job security, they get more time and energy to concentrate on the important aspect of the organization (Smith,1992).

### **2.3 Job satisfaction and employee retention**

The challenging employee demands to their employers has turned the job market into a very dynamic sector in the sense that everyone is changing jobs almost all the time in search for satisfaction in their jobs. Job satisfaction can be broadly classified into intrinsic and extrinsic factors. Intrinsic elements of job satisfaction are derived from internally arbitrated rewards such as the nature of the job itself and opportunities for personal growth and accomplishment. Extrinsic elements of job satisfaction on the other hand result from externally mediated rewards such as satisfaction with pay and benefits, company policies and support, supervision, co-workers, job security and chances for promotion. Dissatisfaction therefore exists when these factors have not been taken care of at the workplace (Kreitner, 1983).

A positive association between job satisfaction and organizational commitment has been consistently reported by studies. The dominant view in the literature supports the causal precedence of satisfaction over commitment (Brown, 2001). High levels of commitment



to the organization cause job satisfaction. Several other studies have concluded that a reciprocal effect exists between satisfaction and commitment. A fourth group of studies finds no evidence of causal relationship in either direction. Numerous studies have reported that job satisfaction and organizational commitment are negatively related to turnover intention. Organizational commitment and job satisfaction are different, and each contributed uniquely to turnover intentions. Job satisfaction correlated more strongly with turnover intention, whereas organizational commitment had the strongest correlation with actual turnover (Old corn, 1996).

Training is also a big issue for recruiting a replacement of departing employees which includes cost of new training time, materials, cost of new employee productivity supervisor time in training and other staff time. Other costs incurred as a result of employee turnover include loss of revenue, slow customer service, less production, inability to take on more business, inability to deliver projects on time, dealing with penalties, lost business relationships and contacts. Low moral costs include strained staff will be under pressure and perform worse, high turnover will make the organization perceived as weak or not a good employer and turnover will make current staff feel under-appreciated. (Ashford, Lee and Bobko, 1989).

The pay system of a company can determine the rate at which employees would consider leaving a given job. A research by Brown (2001) implied that the firm's choice of payment system reduces labor productivity; the opposite could well be true for profitability. Many factors other than labor productivity affect profitability. Such factors include the cost of an alternative pay system, and worker responses to the chosen system, as well as the costs of recruiting and training newcomers.

#### **2.4 Factors affecting job satisfaction and retention**

Employees that are satisfied and happy in with their jobs are more dedicated to doing a good job and taking care of customers that sustain the and therefore employees are seeking job satisfaction as a key element of employee retention. From previous studies , it has been established that job satisfaction and employees retention has been affected by Pay and benefits, Working conditions, stimulation or Work challenge, Work overload,

Recognition, Training opportunities, communication, Training opportunities and job enlargement

### Pay and benefits

While pay and benefits alone is not a sufficient condition for a high satisfaction, it is a necessary condition for the same. This is true because employees want pay system that they perceive as just, unambiguous, fair and in line with their expectations. Schneider , Gross and Etzioni (1992) assert that in determining compensation levels organisations must be conscious of the prevailing market rates to ensure fairness and equity in compensation. Hong (2001), asserts that organisational indifference on going rate or going range will affect negatively on efforts meant to attract and retain the required staff. When people are paid well they are able to live well and are able to meet their daily needs, concentrate at their places of work, and accomplish the tasks assigned to them. Perceived going rates will also increase levels of productivity and efficiency.

### Working conditions

Hong (2001) indicated that the environment in which people work has a tremendous effect on their level of pride both for them and for the work they are doing. Naturally, employees prefer working conditions that they view as safe and comfortable develop more sense of satisfaction from their work. Studies on South African doctors' job satisfaction, found that overall doctors were dissatisfied with their work. Among the variables measured, the study cited that doctors are highly dissatisfied with practice environmental pressures and work setting. The study suggests that opportunities for enhancing doctors job satisfaction exists so long as management works in collaboration with doctors to provide the specific working conditions that health professional desire (Wiley, 2000). Additionally, most employees prefer working relatively close to home, in clean and relatively modern facilities and with appropriate tools and equipments.

Employee job satisfaction and retention is influenced by the employee, the management and the environment. Motivating the employee is the manager's job (Whyte. 1955). It is therefore the manager's job to understand what satisfies the employees.

Early research into performance at work identified the importance of the social aspects and the influence of workplace colleagues (Cole, 2000). If a high level of satisfying is to be achieved, managers need to focus on relations between peers. Although record management managers may not have the financial resources to take staff on away days, good relationships can be achieved through strategies such as effective staff meetings that allow opportunities for discussion and interaction. Teamwork can be especially useful in bringing together the different types of people within a section. Group training and briefing sessions can help to raise self-esteem, confidence and even motivate an employee who is currently de-motivated. The creation of social spaces for shared lunches and breaks where possible, can also make a contribution, even when space is limited. Some managers also encourage social outings and celebrations to further maintain or improve working relationships improving working conditions leading to high level of satisfaction (Ubom and Joshua, 2004).

### Stimulation and Work Challenge

In many organizations, those staff who will be most affected by a change of policy are the least likely to be consulted in the development stages. The strategic plans and decisions taken by record management officers are essential to their progress and development within their organizational environments. Involving staff in such processes should increase their confidence and sense of ownership of new policies and changes. This in turn should contribute to their personal and professional motivation (Morgan 2000).

Proper communication of strategic awareness can act as a cohesive force and succeed in connecting those with ultimate responsibility for organizations with those who directly implement policies at the sharp end (Morgan, 2000). Involving employees in decision making, especially when the decisions affect them directly, is both respectful and practical. Those closest to the problem typically have the best insight as to what to do (Pfeffer, 1998).

Employees tend to prefer jobs that give them opportunities to use their skills and abilities and offer a variety of tasks, freedom and feedback on how well they performed.

Oluoch,2007).) argues that, a close scrutiny of organisations revealing some jobs as less appealing, less satisfying, and less challenging as compared to others.

Because of differential levels in degrees of satisfaction and individual needs fulfilment, some jobs are perceived as dull, repetitive, or boring and yet others are seen as satisfying, rewarding and carry high status with them. One of the most important goals of understanding concepts of job satisfaction is to transform unattractive, distasteful and yet important jobs into more meaningful tasks which are more satisfying, more attractive and more rewarding to jobholders whose key focus is to enhance organisational success.

Work overload,

A survey on job satisfaction and utilisation of skills of enlisted white enlisted men in the continental US Army in 1943 revealed that proper job assignment as important factor to morale and efficiency. The study also revealed that men like their Army jobs, if they get the jobs they asked for. Men who are given no choice of jobs and those who ask for a job but fail to get it are usually much less satisfied. The study further, revealed that the infantry had the smallest number of men serving in jobs they chose and highest number of men with low job satisfaction (Taylor and Collins, 2000)

Inadequate staffing in organisations leads to overloading of existing capacity of workers. Extreme congestion in individual workload remains a significant cause of job frustrations, stress and burnout. An unmet personal need remains one of the sources of frustration and stress among employees and will continue to influence behaviour until it is satisfied.

Numerous researchers view job satisfaction as playing a significant role in the reduction of job and environmental stressors among employees. The writers further, found significant correlation between rate of life stress and job satisfaction.. This is in contrast to the common belief that life stress and organizational stress as playing a minor role in the studies of job satisfaction. Cabrera and Bonache (1999) asserts that military members are subject to unique stressors, such as repeated relocations, frequent separation from family including international duties and operation sites. Kelley additional asserts



that the combination of these factors coupled with perceived pressure can lead to dissatisfaction with military as a career of choice

Successful managers understand the benefits of employee recognition and the positive impact it has on morale. Productivity reflects the morale of the employees. Previous processes of award and recognition at the company were based on a system of written nomination but lacked any formality, anonymity and suffered from management bias as candidates were not anonymously reviewed. These reasons have been well documented as likely explanations for failure of a reward and recognition process and for diminished employee instrumentality and valence (Knouse, 1995). While most organizations typically emphasize generating new business and cutting costs, a rapidly growing body of evidence points to an indirect yet undeniable correlation between employee satisfaction and financial performance a correlation that has significant ramifications on building profits most effectively. Applied properly, these learnings can also influence how organizations approach a variety of interrelated functions, such as business planning and development, employee rewards and recognition, and even the measurement of ROI.

Oluoch (2007) supposed that during the process of encouraging employees to want to learn, it is necessary for the existence of organizational culture to support the organization learning so that it is available to obtain, improve and transfer the required knowledge with ease. Furthermore, to enhance the trust between administrators and employees, this actually poses the critical impact on whether the learning organization can be successful or not .Because leaders profoundly affect the organizational culture and organizational operation (the relationship between leadership and learning organization) the important issue is with increasing emphasis (Kasper, 2002).

### Training opportunities

From the aforesaid research reports, training, and organizational culture, comes with critical relationship to develop learning organization, and encourage employees to use the learning facilities. Thus, the first research motive within this research is intended to investigate the relationship between leadership, organizational culture and learning organization. Kimeu (2008) indicate some well-established research results and the said

research results indicate within the altered behaviors conducted by learning organizations in response to external environment cannot only bring with beneficial effect on organization performance but also improve the job performance and satisfaction of employee. Hong (2001) contends the operation efficiency of learning organization can allow employees to firmly possess the skills about personnel companionship interaction and correct social manners so that it is available to boost morale and reduce the absence rate and job alternation rate. We can find from the practical researches that the promotion of learning organization can help improve job satisfaction. Under flexible experiment, the encouragement of continuous learning, extensive learning of culture, and system thinking, it is available to change employees' attitude and opinions toward jobs and enhance the internal satisfaction mentally. Furthermore, improving employees' idea about values and authorizing employees can actually enhance job willing and motives and also intensify the external satisfaction (Nzuve, 1997).

#### Effective communication

Customer satisfaction and components of service provider's communication contribute noticeably to the creation of a strong bond between the service provider and customer. Among the communication factors, communication style is one of considerable importance because of its vital role in connecting employees and customers and in establishing customer trust and satisfaction. Further, communication style has been found to affect a listener's feeling of confidence, sense of control, sense of connectedness, and self-esteem (Dick and Basu, 1994). Although some researchers have suggested that a service employee's or provider's communication style is likely to affect the quality of the service encounter by influencing the customer's impression of the provider and the service firm, there is a lack of research on the impact of communication style on service customers' attitudes, despite the call for such research .

Ball *et al.*, (2004) indicated that the impact of provider's communication style on customers' evaluations of service quality and satisfaction is a topic of interest to service industry practitioners as well. From a managerial viewpoint, it is essential for service providers to understand how their communication style relates to customer satisfaction.

Specifically, service providers need to be aware of which communication style perpetuates higher customer satisfaction and which style fails to achieve customer satisfaction. Further, service providers can benefit from knowledge of other factors (customer related, service specific, or situational variables) that might play a role in shaping the effectiveness of their communication style. A comprehensive knowledge of the nature and specific of the relationship between communication style and customer satisfaction will not only encourage the service providers to be cognizant of their communication style, but also assist them in identifying an appropriate communication style for a given service encounter.

Communication, properly-done, causes trust, as might be obvious from observation of human relationships, and as also proposed by Morgan and Hunt (1994) in business relationships. Communication can be personalized letters, direct mail, web site interactions, other machine-mediated interactions, and e-mail, or in-person communication with service personnel before, during, and after service transactions. Positive communication from the service provider is helpful, positive, timely, useful, easy, and pleasant; it leaves the customer feeling not only satisfied with the service, but with a positive affect towards the provider. The effect of good communication in a B2C relationship is to increase overall service satisfaction, the customer's trust of the service provider, and loyalty (Ball *et al.*, 2004).

Empowerment involves employees being both able and expected to exercise initiative and to take some level of risk. Consequently, employees perceive that if this initiative should lead to a mistake, they can trust they will not be sanctioned (termination of employment) by management for having taken the initiative in the first place (Appelbaum *et al.*, 1999). Low job security can distract employees, reduce motivation and contribute to increased feelings of helplessness and powerlessness. These effects can have a considerable influence on employees' ability to be empowered, as they may be less likely to demonstrate initiative.

Ashford *et al.* (1989) found that job security was related positively to a perceived lack of control in the personal, job and organisational lives of employees. High levels of job

insecurity have been shown to result in lower levels of satisfaction, lower levels of performance and lower levels of organisational commitment (Ashford *et al.*, 1989). There is limited research as to whether job security impacts on psychological empowerment.

### Job enlargement

Over the past decade, as measures to increase efficiency and effectiveness of organisations, there have been considerable increases in the use of part-time workers to outsource and subcontract essential professional services that are not considered and essentially don't within considerations of core business specific to the organisations. Outsourcing in general, as well as military civilianization, is done in order to increase the flexibility, effectiveness, and efficiency of an organization by streamlining the full-time workforce and allowing it to focus on the core mission or specialty of the organization. The relevance often cited in using civilians in jobs formerly held by military personnel is cost effectiveness. (Kreitner, 1995). He further, argues that combining military personnel with civilians creates a bifurcated work setting resulting in differential structural and environmental job characteristic between service members and civilians. For military personnel, decreased satisfaction and commitment may prompt separation from the military for a multitude of other employment options.

## **CHAPTER THREE: RESEARCH METHODOLOGY**

### **3.1 Introduction**

This chapter sets out various stages and phases that were followed in completing the study. It involved a blueprint for the collection, measurement and analysis of data. In this section the research was identified the procedures and techniques that was used in the collection, processing and analysis of data. Specifically the following subsections should be included; research design, target population, data collection instruments, data collection procedures and finally data analysis.

### **3.2 Research design**

The design of this research was a descriptive survey. A descriptive survey seeks to obtain information that describes existing phenomena by asking individuals about their perceptions, attitude, behavior or values (Mugenda and Mugenda 2003). The research aimed at understanding the factors affecting job satisfaction and retention in the Ministry of Home Affairs. Descriptive research is more rigid than an exploratory research and seeks to describe uses of a product, determine the proportion of the population that uses a product, or predict future demand for a product. A descriptive research will define questions, people surveyed, and the method of analysis prior to beginning data collection.

### **3.3 Population of the study**

According to Ngechu (2004), a population is a well defined or set of people, services, elements, events, group of things or households that are being investigated. The target population included management and other subordinate staff in the Ministry of Home affairs. Employees in all the departments will be targeted. The total number of staff in the Ministry of Home affairs headquarter will be is 824.

### **3.4. Sampling Design and Procedure**

The sampling design to be adopted will be simple random sampling to select 82 respondents which is more the 30 .Mugenda and Mugenda (2003) indicated that a sample of more than 30 is sufficient for a study. The researcher believed that the management

and non management staff working in the Ministry of Home Affairs Headquarter had the required information on job satisfaction and employee retention.

### **3.5 Data Collection**

Primary data was collected by the use of questionnaires. The questionnaires were self administered. It comprised of both open and close ended questions. It was divided into two sections; section A to capture information on respondents and Ministry of the Home Affairs and section B to seek information on factors affecting job satisfaction and retention at the Ministry of Home affairs. The use of questionnaire was selected because took less time to administer and collect as opposed to other methods such as interviews.

### **3.6 Data Analysis**

The collected data was thoroughly examined and checked for completeness and comprehensibility. Descriptive statistics analysis such as means, standard deviation and frequency distribution was used to analyze quantitative data. Data presentation was done by the use of pie charts, bar charts and graphs, percentages and frequency tables. Before analysis, the data was checked for completeness and consistency. Factor analysis was used to analyze the data. Factor analysis is a statistical method used to describe variability among observed variables in terms of potentially lower number of unobserved variable called factors. It was used to reduce the number of variables and to detect structure in the relationships between elements in an analysis.

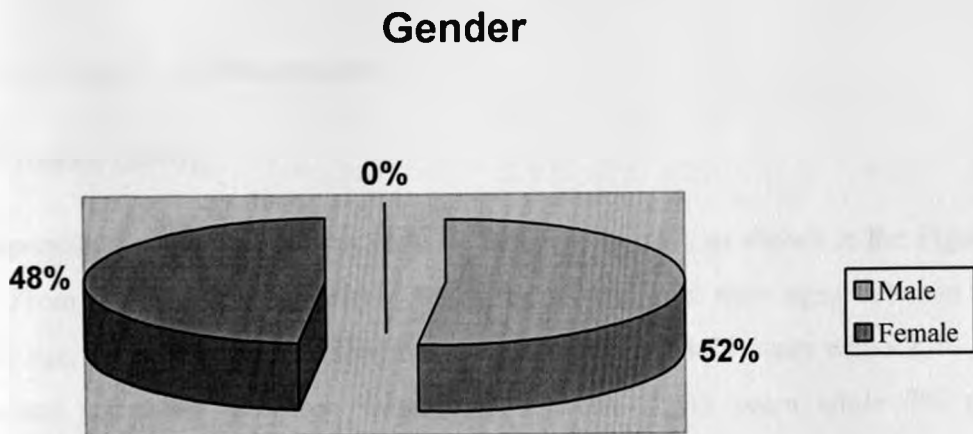
## CHAPTER FOUR: DATA ANALYSIS AND INTERPRETATION

### 4.1 Introduction

This chapter presents analysis and findings of the research. From the study population target of 90 respondents, 75 respondents responded and returned the questionnaire, constituting 83% response rate.

### 4.2 General Information

#### Gender

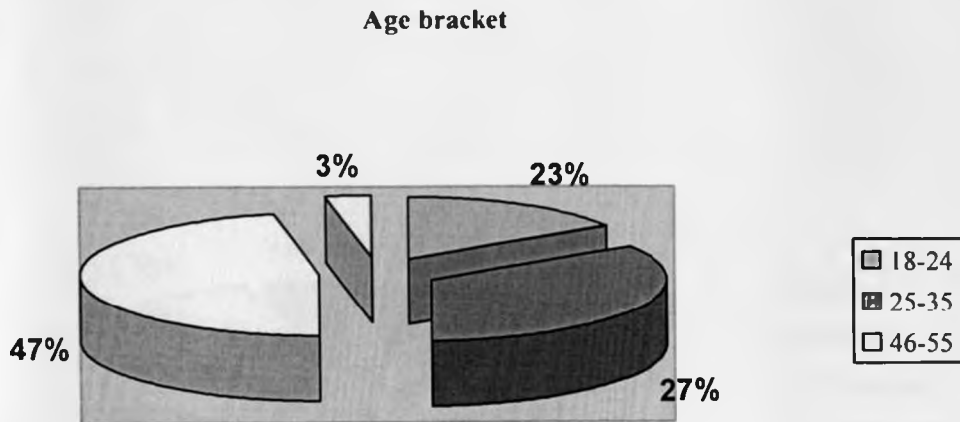


**Figure 4. 1: Gender**

Source: Author (2011)

The study sought to know the gender of the respondents as indicated in Figure 4.1 .From the findings, majority of the respondents were male as indicated by 52 % while 48% of the respondents were female.

## Age of the Respondent



**Figure 4. 2: Age of the Respondent**

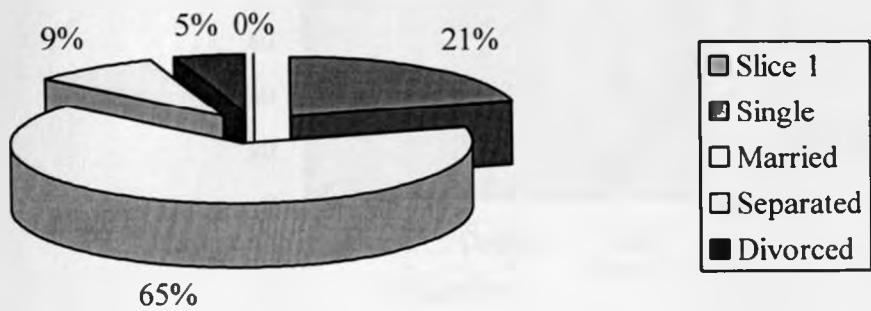
Source: Author (2010)

The respondents were requested to indicate their age bracket as shown in the Figure 4.2 above. From the findings, majority 47% of the respondents were aged between 46-55 years of age, 27% of the respondents were aged between 18-24 years while 23% of the respondents indicated that they were aged between 25-35 years while 3% of the respondent was aged over 55 years.

This implies that the in the Ministry of Home affairs majority of the respondents are employs staffs when they are within the productive age limit as part of their professional teams.



## Marital Status

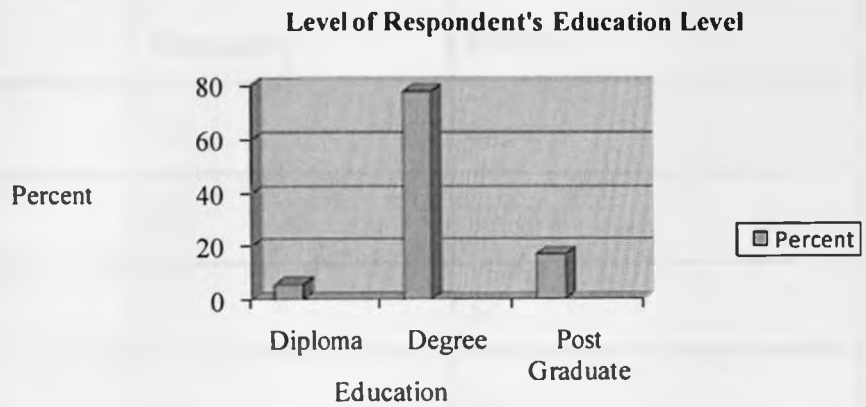


**Figure 4. 3: Marital Status**

Source: Author (2011)

The respondents were requested to indicate their marital status as indicated by a figure 4.3. From the findings, majority 65% of the respondents indicated that they were married, 21% of the respondents indicated that they were single, 9% of the respondents indicated that they were separated while 5% of the respondents indicated that they were divorced. This clearly indicated that majority of the respondents had family responsibility they had to take care of and they were also in the best position of offering factors that influence job satisfaction and retention in the ministry of Home Affairs.

#### 4.2.1 Level of education



**Figure 4. 4: Respondent's Level of education**

Source: Author (2011)

The respondents were requested to indicate their highest level of education, from the findings, majority 77.0 % of the respondents indicated that they were degree holders, 16.4% Of the respondents indicated that they were postgraduates staff while 6.5 % of the respondents indicated that they had attains diploma level of education .This implies that the Ministry of Home Affairs employs highly educated staff as part of their human resource.

#### **Respondent's designation**

The respondents were requested to indicate their designation in the firm they were working in. From the findings, respondents were working as Managers, Director General and support staff. This implies that the information collected for the study on factor affecting employees job satisfaction and retention were collected from the relevant respondents who had experienced on reforms that has taken place in the Ministry of Home Affairs.

## Period and Current Position and Terms of Employment

**Table 4. 1: Period and Current Position and Terms of Employment**

<b>Years</b>	<b>Frequency</b>	<b>Percent</b>
1-5	35	46.7
5-10	28	37.3
Above 10	12	16
Total	75	100

Source: Author (2011)

The respondents were requested to indicate the period of time they had worked in the Ministry of Home Affairs as indicated in the Table 4.1 .From the findings, majority 46.7% of the respondents indicated that they had worked in the Ministry of Home Affairs for 1-5 years, 37.3% of the respondents indicated that they had worked in the Ministry of Agriculture for 5-10 years while 16% of the respondent indicated that they had worked in the Ministry of Hoe Affairs for more than 10 years. All 100% of the respondents indicated that they were employed on permanent basis. This implies that the information for the study was collected from staff that had worked for more than 5 years and had experiences on what were factor affecting job satisfaction and retention at the Ministry of Home affairs.

### **4.3 Effects of job satisfaction on employee retention**

The respondents were requested to indicate whether job satisfaction affect employee retention in the ministry of home affairs. From the findings, all the respondents indicated that job satisfaction affect employee retention in the ministry of home affairs.

**Table 4. 2: Effects of job satisfaction on employee Retention**

Statement	Mean	Std Dev
Pay and benefits	4.76	0.11
Work conditions	4.50	0.57
Stimulation/ work challenge	3.89	0.43
Work overload	4.55	0.78
Recognition	3.67	0.18
Training opportunities	4.01	0.56
Communication	4.2	0.45
Job security	3.35	0.78
Job enlargement	2.9	0.42

Source: Author (2011)

The respondents were requested to indicate the extent to which they agree with the given statement on aspects of their satisfaction on job satisfaction. From the findings, majority of the respondents strongly agreed that pay and benefits, work overload and working conditions as indicated by a mean of 4.76, 4.55 and 4.50. The study also found that communicate, training opportunities, work challenge and recognition affected job satisfaction and retention as indicated by a mean of 4.2, 4.01, 3.89 and 3.67 .The study further found that most respondent moderately agreed that job security and job enlargement affected job satisfaction and retention as indicated by a mean of 3.35 and 2.9 respectively.

#### 4.4 Training and Development

**Table 4. 3: Training and Development**

	Mean	Std Dev
<b>Statement on Training and Development</b>		
Training increase staff at the Ministry of Home affairs involvement in the in the decision making.	4.52	0.72
Improve communication among the staff in the Ministry of Home affairs	4.23	0.82
Facilitate change and influence staff in the Ministry of Home affairs in accepting change in the reforms and feel more satisfied in the duties	4.01	0.40
Enhance staff career development and improving their job satisfaction	4.58	0.67
Help to determine the interests and needs of staff in the Ministry of Home affairs	3.09	0.54
Enable staff in the Ministry of Home affairs peers to help each other in their progress towards a common goal.	3.56	0.18
Prepare staff in the Ministry towards higher positions and offers skills to perform duties well and making staff more satisfied in their job.	4.01	0.49
Failing employees staff in the ministry feel very dissatisfied	4.21	0.78

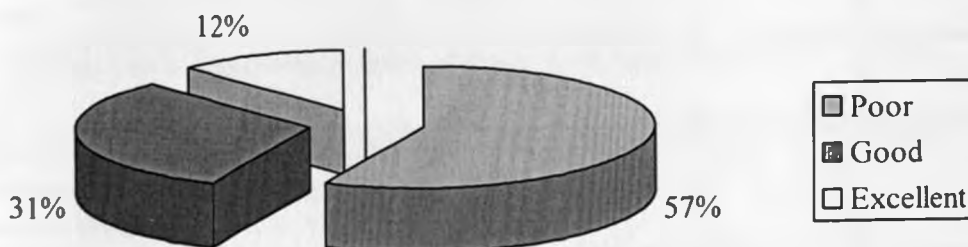
Source: Author (2011)

The respondents were requested to indicate the extent to which they agreed on the statement concerning influence of training on employee’s satisfaction and retention at the ministry of Home Affairs as indicated by the Table 4.3 . From the findings, majority of

the respondents strongly agreed that training and development increase staff at the Ministry of Home affairs involvement in the in the decision making in the staff as indicated by a mean of 4.58 and 4.52 respectively. The respondents agreed that training and development improve communication among the staff in the Ministry of Home affairs, that failing employees staff in the ministry feel very dissatisfied and that training facilitate change and influence staff in the Ministry of Home affairs in accepting change in the reforms and feel more satisfied in the duties as indicated by a mean of 4.28, 4.21 and 4.01. The respondents further agreed that training and development enable staff in the Ministry of Home affairs peers to help each other in their development prepare staff in the Ministry towards higher positions and enable staff in the Ministry of Home affairs peers to help each other in their progress towards a common goal as indicated by mean of 3.56

#### 4.5 Working Conditions

##### Rating Working Conditions at the Ministry



**Figure 4. 5: Rating Working Conditions at the Ministry of Home Affairs**

Source: Author (2011)

The respondents were requested to rate the working conditions at the Ministry of Home Affairs as indicated by the Figure 4.5. From the findings, majority 57% of the respondents rated the working conditions at the ministry of Home affairs as poor, 31% of the respondents rated the working conditions at the ministry of Home Affairs as good while 12% of the respondent rated the working conditions at the Ministry of Home Affairs as excellent. This clearly indicated that working conditions at the Ministry of Home Affairs was affecting job satisfactions and retention. The respondents indicated that lack of support from the management, Poor supervision and lack of team work greatly affect job satisfaction and retentions at the ministry of Home affairs.

**Extent of agreeing with the following statements concerning Job Satisfaction and Retention.**

**Table 4. 4: Extent of agreeing with the following statements concerning Job Satisfaction and Retention.**

	Mean	Std Dev
employees want pay system that they perceive as just, unambiguous, fair and in line with their expectations	4.69	0.65
Employees prefer working conditions that they view as safe and comfortable develop more sense of satisfaction from their work.	4.51	0.70
Job satisfaction leads to increase in level of productivity and efficiency.	4.78	0.54
Employees tend to prefer jobs that give them opportunities to use their skills and abilities and offer a variety of tasks, freedom and feedback on how well they performed.	4.32	0.84
Extreme congestion in individual workload is a significant cause of job frustrations, stress and burnout	4.50	0.44

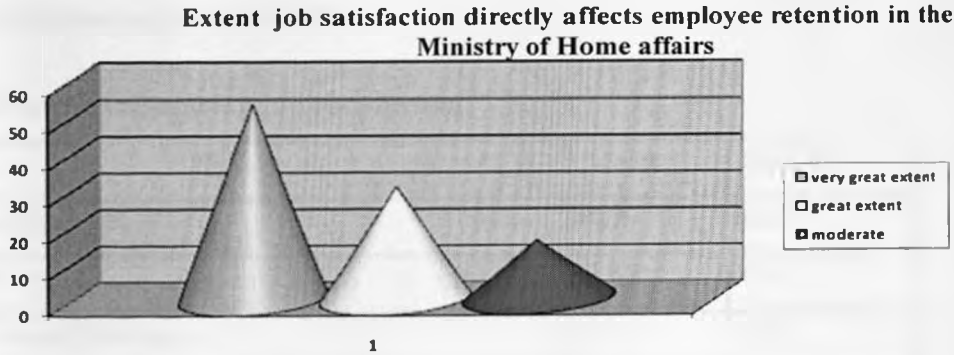
Source: Author (2011)

The respondents were requested to indicated the extent they agreed on factor affecting employees satisfaction as indicated by the Table 4.4 .From the findings, majority of the respondents strongly agreed that job satisfaction leads to increase in level of productivity and efficiency, employees want pay system that they perceive as just, unambiguous, fair and in line with their expectations and that employees prefer working conditions that they

view as safe and comfortable develop more sense of satisfaction from their work as indicated by a mean of 4.78, 4.69 and 4.51 .The study also found that majority of the respondents strongly agreed that extreme congestion in individual workload is a significant cause of job frustrations, stress and burnout as indicated by a mean of 4.51.The study further found that most of the respondents indicated that employees tend to prefer jobs that give them opportunities to use their skills and abilities and offer a variety of tasks, freedom and feedback on how well they performed as indicated by a mean of 4.32.

**4.6 Relationship between job satisfaction and employee retention**

**Extent to which Respondents agreed that job satisfaction directly affects employee retention in the Ministry of Home affairs**



**Figure 4. 6: Extent to which Respondents agreed that job satisfaction directly affects employee retention in the Ministry of Home affairs.**

Source: Author (2011)

The respondents were requested to indicated the extent they agreed with the statement that job satisfaction directly affects employee retention in the Ministry of Home affairs

From the findings, majority 55% of the respondents indicated that they agree that job satisfaction directly affects employee retention in the Ministry of Home affairs to a very



great extent, 28% indicated that they agreed job satisfaction directly affects employee retention in the Ministry of Home affairs to a great extent while 17% of the respondents indicated that job satisfaction directly affects employee retention in the Ministry of Home affairs to a moderate extent. This implies that job satisfaction affected employee's retention in the Ministry of Home affairs

**Whether Respondents has ever get the feeling to quitting their current job**

The respondents were requested to indicate whether they had ever felt like quitting their current job. From the findings, all 100% the respondents indicated that they had ever felt like quitting their current job. The respondents indicated that this was because they pay they get was not enough for them, other indicated that working condition at the ministry is wanting , others indicated that the ministry does not create sufficiency opportunities for promotion and that they felt they are not recognized.

**4.7 Factors influencing job satisfaction**

**Table 4. 5: Factors influencing job satisfaction**

Statement	Mean	Std Dev
Pay and benefits	4.79	0.89
Work conditions	4.57	0.41
Stimulation/ work challenge	3.12	0.17
Work overload	3.39	0.66
Recognition	4.06	0.37
Training opportunities	3.98	0.83
Communication	3.59	0.74
Job security	4.56	0.87
Job enlargement	3.61	0.38

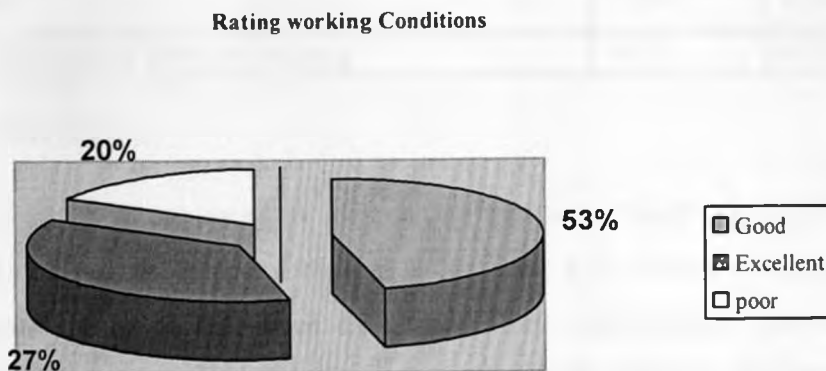
Source: Author (2011)

The respondents were requested to indicate the extent to which they agreed on they how the given factors influence job satisfaction. From the findings, majority of the

respondents strongly agreed that pay and benefits, Job security and work conditions greatly influence employee's job satisfaction at the ministry of Home affair a indicated by a mean of 4.79, 4.57 and 4.56 respectively.

The study also found that most of the respondents agreed that recognition, training opportunities, job enlargement and effective communication influence job satisfaction as indicated by a mean of 4.06, 3.98, 3.61 and 3.59 respectively. The study further found that most respondents moderately agreed that Work overload and stimulation/ work challenge influence employees job satisfaction as indicated by a mean of 3.39 and 3.12 respectively.

#### Rating the working conditions in ministry of home affairs



**Figure 4. 7: Rating the working conditions in ministry of Home Affairs**

Source: Author (2011)

The respondents were requested to indicate their ratings of working conditions at the Ministry of Home affairs. From the findings, majority of the respondents rated working conditions at the Ministry as good as indicated by 53%, 27% of the respondents rated the working conditions of the Ministry of Home Affairs as excellent while 20% of the

respondents rated working conditions at the Ministry of Home affair as poor. This indicate that working conditions at the Ministry of Home affairs needed to be improved to promote employees job satisfaction and retain competence one in the Ministry.

#### 4.8 Job Satisfaction and Retention

**Table 4. 6 : Extent to which the respondents agreed with the Statement on Job satisfactions.**

Statement Job Satisfaction aspects	Mean	Std dev
Satisfactory remuneration	4.61	0.45
Existence of promotion opportunities	4.50	0.87
Good relationship with co-workers	4.09	0.61
Good supervision with clear instructions	4.00	0.19
Nature of job	3.98	0.78
Allowed to take part in decision making	4.01	0.81

Sources: Author (2011)

The respondents were requested to indicate the extent to which they agreed with the statements on job satisfactions as indicated by the Table 4.6 . From the findings, majority of the respondents strongly agreed that satisfactory remuneration and existence of promotion opportunities influence job satisfaction at the ministry of Home Affairs as indicated by the mean of 4.61 and 4.5 respectively. The study further found that good relationship with co-workers, Allowed taking part in decision making, good supervision with clear instructions and Nature of job influence job satisfaction in Ministry of Home affairs as indicated by a mean of 4.09, 4.01, 4.00 and 3.98. This clearly indicated that staff job satisfaction is greatly influence by better pay, promotion opportunities, working condition and involvement of staff in the Ministry management decision making.

**Table 4. 7: Job satisfaction and Retention**

<b>Statement on factors affecting job satisfaction and Retention</b>	<b>Mean</b>	<b>Std Dev</b>
employees want pay system that they perceive as just, unambiguous, fair and in line with their expectations	4.56	0.37
Employees prefer working conditions that they view as safe and comfortable develop more sense of satisfaction from their work.	4.09	0.58
Job satisfaction leads to increase in level of productivity and efficiency.	4.25	0.64
Employees tend to prefer jobs that give them opportunities to use their skills and abilities and offer a variety of tasks, freedom and feedback on how well they performed.	4.7	0.25
Extreme congestion in individual workload is a significant cause of job frustrations, stress and burnout	4.50	0.48

Source: Author (2011)

The respondents were requested to indicate the extent to which they agree with the statement on factors influencing job satisfaction and retention in the Ministry of Home Affairs as shown in the Table 4.7 . From the finding majority of the respondents strongly agreed that employees tend to prefer jobs that give them opportunities to use their skills and abilities and offer a variety of tasks, freedom and feedback on how well they performed, that employees want pay system that they perceive as just, unambiguous, fair and in line with their expectations and that extreme congestion in individual workload is a significant cause of job frustrations, stress and burnout influence job satisfaction and retention in the Ministry of Home Affairs as indicated by a mean of 4.7,4.56 and

4.50. The study also found that Job satisfaction leads to increase in level of productivity and efficiency and employees prefer working conditions that they view as safe and comfortable develop more sense of satisfaction from their work influence job satisfaction and retention in the Ministry of Home Affairs as indicated by a mean of 4.25 and 4.09.

**Factors affecting job satisfaction and retention at the ministry of Home affair.**

**Table 4. 8: Statement regarding the factors affecting job satisfaction and retention at the ministry of Home affair**

Statement regarding the factors affecting job satisfaction and retention at the ministry of Home affair.	Mean	Std Dev
Training increase staff involvement in the in the decision improving employees job satisfaction and retention at the ministry of Home affairs	4.61	0.55
Improve communication among the staff in the Ministry of Home Affairs	4.51	0.62
Effective leadership and supervision influence staff feel more satisfied in the duties and increase their willingness to remain in the ministry for a longer period	4.65	0.43
Enhance staff career development and improving their job satisfaction and willingness to work for a longer time in the ministry of Home affairs	4.68	0.98

Source: Author (2011)

The respondents were requested to indicate the extent to which they agreed on the statement regarding job satisfaction and retention at the Ministry of Home Affairs as showed in the Table 4.8. From the findings, majority of the respondents strongly agreed that Enhance staff career development and improving their job satisfaction and willingness to work for a longer time in the ministry of Home affairs, effective

leadership and supervision influence staff feel more satisfied in the duties and increase their willingness to remain in the ministry for a longer period and that training increase staff involvement in the in the decision improving employees job satisfaction and retention at the ministry of Home affairs as indicated by a mean of 4.68, 4.65 and 4.61. The study also found that majority of the respondents strongly agreed that improve communication among the staff in the Ministry of Home Affairs influence job satisfaction and retention among the staff in the Ministry of Home Affairs.

#### 4.9 Factor Analysis

**Table 4. 9: Communalities of Factor Variance**

Statements	Initial	Extraction
Satisfactory remuneration	1	.477
Existence of promotion opportunities	1	.698
Good relationship with co-workers	1	.915
Good supervision with clear instructions	1	.927
Nature of job	1	.856
Allowed to take part in decision making	1	.661
Pay and benefits	1	.966
Work conditions	1	.836
Stimulation/ work challenge	1	.555
Work overload	1	.736
Recognition	1	.485

Sources: Author (2010)

The above table helps the researcher to estimate the communalities for each variance as showed in the Table 4.6. This is the proportion of variance that each item has in common with other factors. For example Pay and benefits has 96.6% communality or shared relationship with other factors that that influences job satisfaction and retention at the ministry of Home affairs. This value has the greatest communality with others, while satisfactory remuneration has the least communality with others of 47.7%.

**Table 4. 10: Principal Component Analysis**

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	6.901	62.734	62.734	6.901	62.734	62.734
2	1.513	13.758	76.491	1.513	13.758	76.491
3	1.058	9.614	86.106	1.058	9.614	86.106
4	.756	6.870	92.975			
5	.329	2.994	95.969			
6	.276	2.505	98.475			
7	.108	.982	99.457			
8	.041	.377	99.833			
9	.018	.167	100.000			
10	-5.39	-4.90	100.000			
11	-4.09	-3.72	100.000			

EXTRACTION PC.

Sources: Author (2011)

In the above table, the researcher used Kaiser Normalization Criterion, which allows for the extraction of components that have an Eigen value greater than 1. The principal component analysis was used and three factors were extracted. As the table shows, these three factors explain 86.1% of the total variation. Factor 1 contributed the highest variation of 62.73%. The contributions decrease as one move from one factor to the other up to factor 3.

**Table 4. 11: Component Matrix**

	1	2	3	4	5	6
Satisfactory remuneration	0.969	0.008	0.229	0.009	0.353	0.256
Existence of promotion opportunities	0.923	-0.024	0.493	-0.017	0.325	0.385
Good relationship with co-workers	0.740	-0.356	0.3	0.278	-0.042	0.081
Good supervision with clear instructions	0.723	0.278	0.449	-0.065	-0.297	0.288
Nature of job	0.476	-0.936	0.076	0.537	0.172	0.169
Allowed to take part in decision making	0.541	0.911	0.352	0.195	0.156	0.262
Pay and benefits	0.547	0.623	-0.37	0.347	-0.149	0.15
Work conditions	0.541	-0.621	-0.126	-0.228	-0.001	0.023
Stimulation/ work challenge	0.575	-0.122	0.925	0.124	0.336	0.029
Work overload	0.478	-0.088	0.716	0.289	-0.232	0.195
Recognition	0.446	0.2	0.652	-0.538	0.171	-0.11

Sources: Author ( 2010)

The initial component matrix was rotated using Varimax (Variance Maximization) with Kaiser Normalization. The above results allowed the researcher to identify what variables fall under each of the 3 major extracted factors. Each of the 11 variables was looked at and placed to one of the 3 factors depending on the percentage of variability; it explained the total variability of each factor. A variable is said to belong to a factor to which it explains more variation than any other factor.



**Table 4.9 Rotated Component Matrix (a)**

	Component		
	1	2	3
Satisfactory remuneration	.0.969		
Existence of promotion opportunities	-.923		
Good relationship with co-workers	.740		
Good supervision with clear instructions	.723		
Nature of job		-.936	
Allowed to take part in decision making		.911	
Pay and benefits		.623	
Work conditions		.621	
Stimulation/ work challenge			.925
Work overload			.716
Recognition			.652

Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization.

Sources: Author( 2011)

The idea of rotation the researches wished to reduce the number factors on which the variables under investigation have high loadings. From the findings, Satisfactory remuneration, Existence of promotion opportunities, limited Good relationship with co-workers are substantially loaded on Factor 1 which may be referred to as motivational factors . Nature of job, Allowed to take part in decision making, Pay and benefits and work conditions are substantially loaded on Factor 2.which may be referred to as motivational Factors. All the remaining variables which include Stimulation/ work challenge and Work overload and recognition are substantially loaded on Factor 3 and may be referred to as Job Factors.

## CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS

### 5.1 Summary of findings

The study sought the effects of job satisfaction on employees in the Ministry of Home Affairs. From the findings, all the respondents indicated that job satisfaction affect employee retention in the ministry of home affairs. From the findings, majority of the respondents strongly agreed that pay and benefits, work overload and working conditions as indicated by a mean of 4.76, 4.55 and 4.50. The study also found that communicate, training opportunities, work challenge and recognition affected job satisfaction and retention as indicated by a mean of 4.2, 4.01, 3.89 and 3.67 .The study further found that job security and job enlargement affected job satisfaction and retention as indicated by a mean of 3.35 and 2.9 respectively.

The training on employees was also found to influence job satisfaction and retention at the ministry of Home Affairs. From the findings, majority of the respondents strongly agreed that training and development increase staff at the Ministry of Home affairs involvement in the in the decision making in the Ministry of Home affairs as indicated by a mean of 4.58 and 4.52 respectively. The study found that training and development improve communication among the staff in the Ministry of Home affairs, that failing employees staff in the ministry feel very dissatisfied and that training facilitate change and influence staff in the Ministry of Home affairs in accepting change in the reforms and feel more satisfied in the duties. The study further found that training and development enable staff in the Ministry of Home affairs peers to help each other in their development and also prepare staff in the Ministry towards higher positions as well as enable staff in the Ministry of Home peers to help each other in their progress towards a common goal. This Cleary indicates that training, and organizational culture, comes with critical relationship to develop learning organization, and encourage employees to use the learning facilities eventually improving staff job satisfaction.

Employees prefer working in conditions that they view as safe and comfortable develop more sense of satisfaction from their work. From the findings, majority 57% of the respondents rated the working conditions at the ministry of Home affairs as poor.This

clearly indicated that working conditions at the Ministry of Home Affairs was affecting job satisfactions and retention. The also found that that lack of support from the management, Poor supervision and lack of team work greatly affect job satisfaction and retentions at the ministry of Home affairs.

From the findings, it was found that job satisfaction leads to increase in level of productivity and efficiency, employees want pay system that they perceive as just, unambiguous, and fair and in line with their expectations and that employees prefer working conditions that they view as safe and comfortable develop more sense of satisfaction from their work. The study also found that extreme congestion in individual workload is a significant cause of job frustrations, stress and burnout .The study further found that most of the employees tend to prefer jobs that give them opportunities to use their skills and abilities and offer a variety of tasks, freedom and feedback on how well they performed. The findings were in line with Oluoch, (2007) who indicated that eemployees tend to prefer jobs that give them opportunities to use their skills and abilities and offer a variety of tasks, freedom and feedback on how well they performed.

From the findings, it was found that job satisfaction directly affects employee retention in the Ministry of Home affairs to a very great extent, implying that job satisfaction affected employee's retention in the Ministry of Home affairs. Organizational commitment and job satisfaction are different, and each contributed uniquely to turnover intentions. Old corn (1996) indicated that job satisfaction correlated more strongly with turnover intention, whereas organizational commitment had the strongest correlation with actual turnover. Due the job satisfaction, many staff felt like quitting their current job clearly indicating that job satisfaction strongly correlates with employees retention and from the findings, all 100% the respondents indicated that they had ever felt like quitting their current job. This was attributed low pay, working condition, sufficiency opportunities for promotion and failure of Ministry management to recognize the effort made by the staff in their performance.

From the findings, pay and benefits, Job security and work conditions greatly influence employee's job satisfaction at the ministry of Home affair .The study also found that

recognition, training opportunities, job enlargement and effective communication influence job satisfaction as indicated by a mean of 4.06, 3.98, 3.61 and 3.59 respectively.

From the findings, majority of the respondents strongly agreed that satisfactory remuneration and existence of promotion opportunities influence job satisfaction at the ministry of Home Affairs as indicated by the mean of 4.61 and 4.5 respectively. The study further found that good relationship with co-workers, Allowed taking part in decision making, good supervision with clear instructions and Nature of job influence job satisfaction in Ministry of Home affairs as indicated by a mean of 4.09, 4.01, 4.00 and 3.98. This clearly indicated that staff job satisfaction is greatly influence by better pay, promotion opportunities, working condition and involvement of staff in the Ministry management decision making.

The study found that employees tend to prefer jobs that give them opportunities to use their skills and abilities and offer a variety of tasks, freedom and feedback on how well they performed, that employees want pay system that they perceive as just, unambiguous, fair and in line with their expectations and that extreme congestion in individual workload is a significant cause of job frustrations, stress and burnout influence job satisfaction and retention in the Ministry of Home Affairs as indicated by a mean of 4.7, 4.56 and 4.50. The study also found that Job satisfaction leads to increase in level of productivity and efficiency and employees prefer working conditions that they view as safe and comfortable develop more sense of satisfaction from their work influence job satisfaction and retention in the Ministry of Home Affairs as indicated by a mean of 4.25 and 4.09.

From the findings, the study found that training enhance staff career development and improving their job satisfaction and willingness to work for a longer time in the ministry of Home affairs, effective leadership and supervision influence staff feel more satisfied in the duties and increase their willingness to remain in the ministry for a longer period and that training increase staff involvement in the in the decision improving employees job satisfaction and retention at the ministry of Home affairs as indicated by a mean of

4.68, 4.65 and 4.61. The study also found that majority of the respondents strongly agreed that improve communication among the staff in the Ministry of Home Affairs influence job satisfaction and retention among the staff in the Ministry of Home Affairs. This concurred with Pfeffer (1998) who indicated that with proper communication of strategic awareness can act as a cohesive force and succeed in connecting those with ultimate responsibility for organizations with those who directly implement policies at the sharp end. Also Morgan, (2000) indicated that involving employees in decision making, especially when the decisions affect them directly, is both respectful and practical.

## **5.2 Conclusions**

From the findings, the study concludes that pay and benefits, work overload and working conditions influences employees job satisfaction at the Ministry of Home Affairs. The study also conclude that communicate, training opportunities, work challenge and recognition affected employees job satisfaction and retention at the Ministry of Home affairs

The study concluded that training, involvement of staff in the decision making influence job satisfaction and retention at the ministry of Home Affairs. The study further concludes that training and development improve communication among the staff and enhance staff career development and improving their job satisfaction and willingness to work for a longer time in the Ministry of Home affairs and that training facilitate change and influence staff in the Ministry of Home affairs in accepting change in the reforms and feel more satisfied in the duties. The study further concludes that training and development enable staff help each other in their development and also prepare staff in the Ministry towards higher positions as well as enable staff in the Ministry of Home peers to help each other in their progress towards a common goal.

The study concludes that effective leadership and supervision, employees prefer working safe and comfortable environment develop more sense of satisfaction from their work.

The study also concludes that lack of support from the management, Poor supervision and lack of team work greatly affect job satisfaction and retentions at the ministry of Home affairs.

The study also concludes that job satisfaction leads to increase in level of productivity and efficiency, employees want pay system that they perceive as just, unambiguous, and fair and in line with their expectations and that employees prefer working conditions that they view as safe and comfortable develop more sense of satisfaction from their work. The study further concludes that extreme congestion in individual workload is a significant cause of job frustrations, stress and burnout causing job dissatisfaction among employees working in the Ministry of Home Affairs.

The study further found that most of the employees tend to prefer jobs that give them opportunities to use their skills and abilities and offer a variety of tasks, freedom and feedback on how well they performed. The findings were in line with Oluoch, (2007) who indicated that employees tend to prefer jobs that give them opportunities to use their skills and abilities and offer a variety of tasks, freedom and feedback on how well they performed.

The study concludes that pay and benefits, Job security and work conditions. Recognition, training opportunities, job enlargement and effective communication influence job satisfaction greatly influence employee's job satisfaction at the ministry of Home affair

The study finally concludes that staff job satisfaction is greatly influence by better pay, promotion opportunities, working condition and involvement of staff in the Ministry and that employees tend to prefer jobs that give them opportunities to use their skills and abilities and offer a variety of tasks, freedom and feedback on how well they performed and that employees want pay system that they perceive as just, unambiguous, fair and in line with their expectations and that extreme congestion in individual workload is a significant cause of job frustrations, stress and burnout influence job satisfaction and retention in the Ministry of Home Affairs

### **5.3 Recommendations**

From the findings and conclusions, the study recommends that the Ministry of Home Affairs should ensure staff pays and benefits, work overload and working conditions are standardized so as to improve employees job satisfaction and retention at the Ministry of Home Affairs

The study recommend that the Directors in the Ministry of Home Affairs should promote training, of the staff to increase their involvement in the decision making and influencing job satisfaction and retention at the ministry of Home Affairs.

The further recommends that training and development improve communication among the staff and enhancing staff career development and improving their job satisfaction and willingness to work for a longer time in the Ministry of Home affairs .That through Training facilitate change and influence staff in the Ministry of Home affairs in accepting change in the reforms and feel more satisfied in the duties. The study further concludes that training and development enable staff help each other in their development and also prepare staff in the Ministry towards higher positions as well as enable staff in the Ministry of Home peers to help each other in their progress towards a common goal.

From the findings and conclusions, the study recommends that the management of the Ministry of Home affairs should ensure that lack of promotion, poor leadership, lack of career opportunities and growth, harsh and poor working environment greatly affects staff job satisfaction at the Ministry of Home affairs and strategy should be defined to promote job satisfaction so as to increase staff intent to stay at the Ministry of Home Affairs.

### **5.4 Limitations of the study**

The study was limited to addressing factors influencing employees' job satisfaction and retention in the ministry of home affairs. The main limitation of study was inability to include more organizations. The study would have covered more institutions across all ministries so as to provide a more broad based analysis. However, resource constraints placed this limitation.

The study also faced challenges of time resources limiting the study from collecting information for the study particularly where the respondent delay in filling the questionnaire and travelling for collection the filled questionnaire.

The respondents were found to be uncooperative from the respondents because of the sensitivity of the information required for the study. The research explained to the respondents that the information they provided was to be held confidential and was only for academic purpose only.

### **5.5 Suggestion for further Study**

The study investigated factors influencing employees' job satisfaction and retention in the Ministry of Home Affairs. A further study should be carried out to establish the effects of job satisfaction and retention to improve service delivery in the public sectors focusing on government ministries. The management in the government ministries would, therefore, need to establish the effects of job satisfaction and retention on employees' performance in improving public sector service delivery.



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**Appendix: Questionnaire**

**SECTION A: General Information**

Please mark with an (x) or (✓) in the box with the appropriate response. Mark one box only.

1 Gender

Male [ ]

Female [ ]

2 In which age bracket can you be categorized?

18 – 24 [ ]

25 – 35 [ ]

36 – 45 [ ]

46 – 55 [ ]

55 and above [ ]

3. What is your marital status?

Single [ ]

Married [ ]

Separated [ ]

Divorced [ ]

Other .....

4. Highest level of education attained.

Primary [ ]

Secondary [ ]

Certificate [ ]

Diploma [ ]

Others (specify) .....

5. What is your designation in the company? .....

6. For how long have you been holding your current position and in which terms of employment?

Years	Temporary employment	Permanent employment	Contract employment
0-1			
1-5			
5-10			
10+			

**SECTION B: Factors influencing job satisfaction**

7. To what extent do the following factors affect job satisfaction and retention in your Ministry of Home affairs?

Factors influencing job satisfaction	Strong disagree	Fairly disagree	Agree	Fairly agree	Strongly agree
Pay and benefits					

Work conditions					
Stimulation/ work challenge					
Work overload					
Recognition					
Training opportunities					
Communication					
Job security					
Job enlargement					

### Training and Development

8. To what extent does staff training and development affect staff in the officers job satisfaction? Use a scale of a-5 where 1=No extent and 5= Very Great Extent )

Statement on Training and Development	Very great extent	Great extent	Moderate Extent	Less extent	No Extent
Training increase staff at the Ministry of Home affairs involvement in the in the decision making in the Ministry of Home Affairs					
Improve communication among the staff in the Ministry of Home affairs					

Facilitate change and influence staff in the Ministry of Home affairs in accepting change in the reforms and feel more satisfied in the duties					
Enhance staff career development and improving their job satisfaction					
Help to determine the interests and needs of staff in the Ministry of Home affairs					
Enable staff in the Ministry of Home affairs peers to help each other in their progress towards a common goal.					
Prepare staff in the Ministry towards higher positions and offers skills to perform duties well and making employees more satisfied in their job.					
Failing employees staff in the ministry feel very dissatisfied					

9. How do you rate the working conditions in ministry of home affairs?

Bad [ ]

Poor [ ]

Good [ ]

Excellent [ ]

Explain your answer.....

.....  
.....  
.....



10. To what extent do you agree with the following statements related to working environment? Rate where 1 is very great extent and 5 is to no extent

Statements	1	2	3	4	5
clean and interactive surroundings tend to make workers in the Ministry of Home affairs happy when doing their work thus increasing job satisfaction					
poor working conditions such as inadequate space, noisy and uncomfortable surrounding will make the workers in the Ministry of Home affairs dissatisfied with their work					
Poor leadership in the Ministry of Home affairs greatly affects employee level of job satisfaction					
Health and safety measures installed in the Ministry of Home affairs influences staff job satisfaction					
Poor supervision at the Ministry of Home affairs affect job satisfaction and retention in the Ministry of Home affairs					
Any other .....					

**SECTION C: Relationship between job satisfaction and employee retention**

**SECTION D: Effects of job satisfaction on employee retention**

11. Does job satisfaction affect employee retention in the ministry of home affairs?

Yes [ ] No [ ]

12 .To what extent do you agree with the following aspects of your job on job satisfaction?

Job Satisfaction aspects	Strong disagree	Fairly disagree	Agree	Fairly agree	Strongly agree
Satisfactory remuneration					
Existence of promotion opportunities					
Good relationship with co-workers					
Good supervision with clear instructions					
Nature of job					
Allowed to take part in decision making					

### Factors affecting job satisfaction and Retention

13 To what extent do you agree with the following statements?

Statement on factors affecting job satisfaction and Retention	Strong disagree	Fairly disagree	Agree	Fairly agree	Strongly agree
employees want pay system that they perceive as just, unambiguous, fair and in line with their expectations					
Employees prefer working conditions that they view as safe and comfortable develop more sense of satisfaction from their work.					

Job satisfaction leads to increase in level of productivity and efficiency.					
Employees tend to prefer jobs that give them opportunities to use their skills and abilities and offer a variety of tasks, freedom and feedback on how well they performed.					
Extreme congestion in individual workload is a significant cause of job frustrations, stress and burnout					

14 To what extent do you agree with the following statement regarding the factor affecting job satisfaction and retention at the ministry of Home affair?

<b>Statement regarding the factors affecting job satisfaction and retention at the ministry of Home affair.</b>	<b>Very great extent</b>	<b>Great extent</b>	<b>Moderate Extent</b>	<b>Less extent</b>	<b>No Extent</b>
Training increase staff involvement in the in the decision improving employees job satisfaction and retention at the ministry of Home affairs					
Improve communication among the staff in the Ministry					
Effective leadership and supervision influence staff feel more satisfied in the duties and increase their willingness to remain in the ministry for a longer period					
Enhance staff career development and improving their job satisfaction and willingness to work for a longer time in the ministry of Home affairs					