PERCEIVED RELATIONSHIP BETWEEN JOB SATISFACTION AND EMPLOYEE PERFORMANCE AMONG TEACHERS SERVICE COMMISSION SECRETARIAT AT THE HEADQUARTERS IN NAIROBI
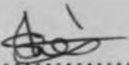
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A RESEARCH PROJECT SUBMITTED IN PARTIAL FULFILMENT OF THE REQUIREMENTS FOR THE AWARD OF THE DEGREE OF MASTER OF BUSINESS ADMINISTRATION (MBA), SCHOOL OF BUSINESS, UNIVERSITY OF NAIROBI
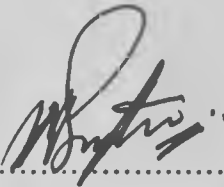
NOVEMBER, 2012

DECLARATION

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

Signature ....   Date 5tc/November/2012

Salome Mwiti
D61/63214/2010

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

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DEDICATION

I dedicate this project to my dear husband Julius Mwiti, my two sons Eistein Kithinji and Collins Mwenda and my daughter Marie Kinya for their support during the whole duration of this course. They were all very understanding and I appreciate the fact that they walked with me until I completed this project. May God bless them all.

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The process of this masters' degree project writing has been a wonderful learning experience in my academic life. It was filled with both challenges and rewards. The completion of my present study leads to a new beginning and a step forward in my endeavors.

I am grateful to God Almighty, the one above all, who is always there in my endeavors in life, including this study. My profound gratitude goes to my supervisor S.N.M Nzuve and moderator Prof. K'Obonyo for their insightful guidance through the whole process of project writing. Am thankful for the corrections they made on my drafts, their continuous encouragement, support and guidance in writing this project. I am also indebted to my family, my boss at my place of work and friends whom I may not mention in person for their material and moral support which enabled me complete my MBA course successfully.

ABSTRACT

Human resource is the most vital asset for organizational development. It is the resource that puts other resources to use and strives to get the best return out of them. But getting best of human resource requires enormous moves by organization and their management. The workers respond best and most effectively not when they are controlled by management, placed in narrowly defined jobs and rated as unwelcome necessity, but instead when they are given broader responsibilities, encouraged to contribute and helped to achieve satisfaction in their work. It is not job satisfaction that produces high performance but high performance that produces job satisfaction. People are motivated to achieve certain goals and will be satisfied if they achieve these goals through improved performance. The objective of the study was to determine the perceived relationship between job satisfactions on employee performance among staff at Teachers Service Commission secretariat. The research design adopted was a descriptive survey method. The study used stratified sampling to classify the population into strata's. A structured questionnaire was prepared and distributed to all selected respondents. The study comprised of two variables, job satisfaction which was the independent variable and employee performance which was the dependent variable. A five point scale was used to collect data and analysis was based on averages, percentage and correlation analysis. The findings of the study was that employee job satisfaction was as a result of the supervisor, working colleagues, characteristics, teamwork and training and development, advancement of opportunities, empowerment, working conditions, participation in decision making and financial rewards. The findings indicate that the level of employee performance in the organization is dependent on the job satisfaction.

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CHAPTER ONE: INTRODUCTION

1.1 Background to the Study

Human resource is the most vital asset for organizational development. It is the resource that makes other resources get used and gets best return out of them. But getting best of human resource requires enormous moves by organization and their management. If the human resource or employees are happy and contended with the moves and actions of employer they do their best for the best of organization. But if they are not in this state they might cause organization unmatchable loss. Thus managing human resource has become an art. Management always tries to use that art to satisfy their workforce. The greater the level of satisfaction of employees is, the higher will be returns for organization.

The environmental and contextual changes present a number of competitive challenges to organizations and that means that Human Resource functions have to be involved in helping build new capacities (Ulrich, 1998). One of these challenges is that firms have to ensure that they have the capacity to find, assimilate, compensate and retain human capital in the shape of talented individuals they need to drive the organization. In a globalizing world with a better educated workforce that is no longer inclined to be seen and not heard, a new management style is in fact called for. Job satisfaction is a pleasurable or positive emotional state resulting from the appraisal of one's job and one's job experiences, (Locke, 1976). The happier the individual, the higher is the level of job satisfaction. It is assumed that positive attitude towards work and greater organizational commitment increases job satisfaction which in return enhances

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performance of the individual. As the performance of the employees' increases, it will affect firm's performance and ultimately profitability of the firm.

Most organizations try to boost employee willingness to work harder by incorporating various rewards in their compensation systems. Rewards range from merit increase of the salary to innovative non-financial rewards such as season tickets for their favorite sports team and hand-written thank you letters. Despite the common belief that people value their jobs mainly for the pay, Strumpel (2005) argues that employees with steady jobs who are fairly satisfied with their incomes are more interested in non-material aspects of the job. Mathios (1988) has found that highly-educated people consider non-monetary rewards to be more important and therefore increasing the view that there are differential effects of monetary and non-monetary rewards included in the compensation of employees.

1.1.1 Concept of Perception

Perception is the attitude employees have towards policies concerned with pay, recognition, promotion and quality of working life, and the influence of the group with whom they identify (Armstrong, 2006). As Arnold (1991) comment, research evidence has shown that people's avowed feelings and beliefs about someone or something seemed only loosely related to how they behaved towards it and thus the study of employees' perception is critical toward formulation and management of policies in an organization. Dash (2008) report that the factors of recognition for performing well, chances of promotion, professional growth, compensation and incentive schemes, are perceived as motivating factors by many employees who will in turn feel satisfied. They point out that the development of systems of rewards, recognition and career opportunities as one of several critical tasks of management in the information-based companies

and in their research, employees named respectful treatment and recognition as one of the six less costly and perhaps more effective 'management levers' to be exercised by management in their efforts to attract, motivate and retain workers since employees consider such factors to be important.

Ramakrishna (2002) opines that recognizing contributions will result in a world class working environment that motivates and propels people to work better and stay on. He contends that the lack of recognition is one of the serious demotivators for the employees of and as a result most organization has introduced better reward and recognition schemes. Strategies like building a high degree of recognition value into every reward offered, reducing entitlements and linking as many rewards as possible to performance, troubleshooting the reward system to make sure that what it is rewarding is what you really want to happen, rewarding promptly, giving employees a choice of rewards, increasing the longevity of rewards will motivate the employees.

1.1.2 Job Satisfaction

Job satisfaction has been defined as a pleasurable emotional state resulting from the appraisal of one's job, an affective reaction to one's job, and an attitude towards one's job. It describes how content an individual is with his or her job. The happier the people are within their job, the more satisfied they are said to be. Thus, employee satisfaction refers to expectations of the employee about the workplace and his attitudes toward his job and therefore, job satisfaction is a function of the extent to which ones' needs are satisfied in a job (Togia, 2004).

The employee satisfaction is "an index of preference for the experienced job against outside opportunities conditional on information available at time" Levy-Garboua and Montmarquette,(2004).This means therefore that employee satisfaction entails a comparison

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between the real experience of job in the past and the mental experience of outside opportunities until then. It also contains the comparison between future expectations of own job and outside opportunities in the future. It is also seen as the general emotional evaluation of service providers of their job situation and experiences. Operationally, job satisfaction consists of several facets, including satisfaction with the supervisor, work, pay, advancement opportunities, co-workers, and customers.

The workers respond best and most effectively not when they are controlled by management, placed in narrowly defined jobs and rated as unwelcome necessity, but instead when they are given broader responsibilities, encouraged to contribute and helped to achieve satisfaction in their work; Armstrong,(2003). It is not job satisfaction that produces high performance but high performance that produces job satisfaction. People are motivated to achieve certain goals and will be satisfied if they achieve these goals through improved performance. They may even be more satisfied if they are rewarded by extrinsic recognition or an intrinsic sense of achievement Armstrong, (2003). This suggests that giving people the opportunity to perform and rewarding them by financial or non-financial means when they perform can achieve improvement of job satisfaction.

1.1.3 Job satisfaction and performance

The role of job satisfaction in employee's performance has been discussed since the 1930s. However, in today's business climate of continuous changes and uncertainty, the importance of job satisfaction to employee's performance needs to be seen from a new perspective. Organizations need to respond creatively to market forces, and so organizational knowledge, and its effective incorporation into the organizations practice, has become a critical issue for business

activity. Additionally, employees no longer remain in one organization for the majority of their working lives, and so organizational knowledge literally 'walks out the door' into that of competing organizations. Many organizations address these issues by investing heavily in information technology, but often without substantial success. One reason for this lack of success is too little regard for the ways in which people in organizations go about creating, acquiring, sharing, and making use of information and knowledge (Armstrong, (2003).

Job satisfaction is a pre-requisite for employee performance in any organization. It is important for both the employee and the employer. For the employee, job satisfaction gives them a sense of security and fulfillment. In return, it leads to employee commitment, decreased absenteeism and reduced employee turnover. For the employer, employee job satisfaction ensures committed staff and stable workforce which reduce cost of recruitment and training. Most successful organizations consider worker morale and job satisfaction an output just as important as productivity (Ramakrishna, 2002). High job satisfaction indicates a strong correlation between an employee's expectations of the rewards accruing from a job and what the job actually provides. Workers who are satisfied in their jobs will be co-operative and well-motivated while those who are dissatisfied will be more inclined than others to produce low quality output, go on strike, and be absent from work, invoke grievance procedures or even leave the organization. A worker's sense of achievement and success is generally perceived to be directly linked to productivity as well as to personal well being.

1.1.4 Teachers Service Commission (TSC)

The Teacher Service Commission was established in 1967 by an Act of Parliament Cap 212 of the laws of Kenya and was charged with the responsibility of teacher management of primary

schools, secondary schools and tertiary institutions. The commission was set up to bring all teachers serving in public institutions under one employer with harmonized terms and conditions of service (T.S.C. Act Cap 212, 1967). Prior to its establishment different bodies including religious organizations, local authorities, District Education Boards and the central government employed teachers. Under the Teacher Service Commission Act Cap 212, 1967 of the Laws of Kenya, the T.S.C. is legally mandated to perform the functions of teacher's registration, recruitment, deployment, promotion, remuneration, discipline and maintenance of teaching standards. The Teachers Service commission major objective is to establish and maintain sufficient professional teaching services for education institutions in Kenya which is responsive to environmental changes.

The Teachers Service Commission has a total teaching force of about 235, 000 teachers(TSC Strategic plan 2005 – 2010) countrywide , who are served by a secretariat staff of about 2, 900 both at the TSC headquarters and at the units. Due to the small percentage of the secretariat staff serving quite a large number of teachers, there is need to put in place proper strategies to ensure that employee satisfaction is achieved.

1.2 Statement of the Problem

Job satisfaction is a significant factor in people's performance at the work place and it influences employee contribution to organization effectiveness and efficiency and therefore, employee perception on the general working environment of their employer is an important step in the realization of organizations objectives. The more a person is satisfied to his or her work, the more likely to find ways of coping with potentially stressful situations than someone with a low

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job satisfaction and as a result of this, most organizations consider job satisfaction a criterion of organizational functioning employees would find much cheer in their lives if the workplace offered satisfaction. According to Samad (2007) if workforce is satisfied with their job as well as the organizational environment including its colleagues, compensation, and leadership they will be more committed with their organization as compared to when they are not satisfied. The importance of these two areas cannot be overlooked because they are the key factors that influence employee's turnover, employee's performance, and their productivity. Satisfied and committed workforce is usually a contributor and performer towards enhancing organizational productivity. When an employee feels a satisfaction about the job, he/she is motivated to put greater effort to the job performance. Then it tends to increase the overall performance of the organization. In other words, a satisfied individual employee and his effort and commitment are crucial for the successfulness of the organization.

As early as 1993, the Government of Kenya had implemented public sector reforms programs with the aim of improving service delivery in its institutions. The reform activities at TSC that was carried out in 1990s focused on cost containment through staff rightsizing, rationalization of departments to determine appropriate functions and structures and initiatives focused on performance improvement and management in the public service. The same improvement of performance was thought to be realized through its own employees. Employees need to be focused to the realization of the organizational objectives and this can only happen when the employees are satisfied with their work. It is on this basis that the study will wish to establish what relationship exists between employee levels of satisfaction with work commitment.

Several studies have been undertaken locally on employee job satisfaction. Nganga (2009) undertook a research in assessing employee perception of the appraisal process in the department

of immigration Nairobi. She found out that managerial practices have an impact on employees' emotions and employees' production of service quality. She observed that managers who understand the role of emotions appear to be able to motivate subordinates to work more effectively and efficiently. Khainga(2006) researched on employee job satisfaction and organization commitment among customer care representatives at Safaricom Limited and found out that job satisfaction was high, especially on moral values, relations with co-workers and responsibility and working conditions. However, they were dissatisfied with delegation, advancement, authority, recognition, ability utilization and authority. Abwavo (2005) studied the psychological contract, organizational commitment and job satisfaction in commercial banks in Nairobi and found that staffs were dissatisfied with pay levels, opportunities for advancement, the way policies were practiced. On her part, Ganale(2010) undertook a research on factors influencing job satisfaction and found out that job satisfaction is essentially controlled by external factors. He noted that satisfaction on a job might be motivated by the nature of the job, its pervasive social climate and extent to which workers peculiar needs are met. Koech (2005) on her part researched on job satisfaction and career development and the findings were that in the organizations that she researched on, employees tended to pursue career development with the aim of changing jobs whenever they are not satisfied with the current employer. From the above studies, there is not been any study in which the researcher is aware of that investigates on the perceived relationship between job satisfaction on employee satisfaction at service industry. This therefore leads to the following research question: what is the perceived relationship between job satisfactions on employee performance among employees at the TSC Secretariat?

1.3 Research Objective

To determine the perceived relationship between job satisfaction on employee performance among TSC Secretariat at the headquarters in Nairobi

1.4 Value of the Study

This study will be of importance to the following groups:

The management of the TSC will be able to understand the relevance of highly committed employees as that will lead to better performance, exert greater effort on the job resulting in increased job performance, less turnover and better attendance. This study will be useful to the TSC management as they will be able to understand the impact of job satisfaction on employee performance and hence improve job satisfaction among academic staff.

The study will benefit the government especially the Ministry of Education for making policy decisions whose overall objectives are to accelerate the rate of employee performance and reduce the turnover rate thus improving service delivery. The Human Resource Specialists will be able to understand how the variables used in the study interact with each other and to use the information from the study to design better jobs so as to ensure job satisfaction.

The Scholars will gain knowledge on the impact of job satisfaction on employee performance. They will acquire an insight into what factors affect job satisfaction in the teaching fraternity and its secretariat staff. They will also be able to use the findings of this study to prove various theories and to use the study as a basis for further research on other variables not included in this study. The finding will also increase the stock of theoretical and empirical knowledge especially in the African context and also form the basis for further research and teaching.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This chapter provides information from publications on topics related to the research problem. It examines what various scholars and authors have said about the employee perception on the relationship between job satisfaction and employee performance. The chapter is divided into three main areas: concept of job satisfaction, job satisfaction and employee performance and measures to improve employees work performance through job satisfaction.

2.2 Job Satisfaction

Job satisfaction refers to "the degree to which people like their jobs" Spector (1997). Others have considered the use of a combination of employee feelings towards the different facets of job satisfaction such as the nature of the work itself, level of pay, promotion opportunities, and satisfaction with co-workers to explain job satisfaction (Schermerhorn, Artz and Martinez, 2005). According to Luthan (1998), job satisfaction has three dimensions that include: an emotional response to a job situation and as such it cannot be seen but it can only be inferred; it is often determined by how well outcome meet or exceed expectations and also observed that job satisfaction represents several related attitudes which are most important characteristic of a job which people have effective response. These responses include the work itself, pay, promotion opportunities, supervision and coworkers.

Employee job satisfaction is necessary for providing higher employee commitment and loyalty and contains an evaluation of various characteristics of the job. These characteristics are working

conditions, empowerment and participation, reward and recognition, teamwork and training and development. Empowerment involves creating values for employees to do their job independently without constant intervention of management Ampofo et al (1997), employees think about their own jobs, and find and solve problems related to their job. From an employee's viewpoint, feelings of empowerment should have a positive impact on attitudinal responses and satisfaction from job (Snipes, 2005). Further, he points out that organizations must develop formal reward and recognition systems to encourage employee involvement, and support teamwork. Recognition of excellence on related efforts by any employee, department should be rewarded as a means of supporting particular performance level. In order to stimulate employee satisfaction, performance measures for organization may need to be modified to take the quality efforts into consideration

Physical working conditions contain factors about the job such as comfortable workplace, ventilation, lighting and temperature, bigger, better and cleaner work spaces, and office spaces. These factors influence employee job satisfaction since employees want a work environment that provides more physical comfort. When this is provided by the firm, employee satisfaction increases. Some studies have shown that low job-satisfaction levels can be mainly imputed to the physical working conditions (De Troyer, 2000). In addition, training of workforce provides various benefits to organizations such as fewer production errors, increased productivity, decreased turnover and improved safety. Training and education may also help the organization to develop a learning environment, which may enhance innovation and a better organizational culture. Training needs of employees should be identified very carefully and considered as a quality awareness workshop.

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2.3 Job Satisfaction and Performance

Job satisfaction lead to higher productivity, organizational responsibility, physical and mental health, so a person will work with better mood and will learn more skills and finally promotion in his performance (Coomber and Barriball, 2007). There are many reasons that show job satisfaction is the result of job performance and awards have significant role in that. Internal awards are because of job results (feeling of success) and external ones because of gratitude from job (income and salary). These awards will satisfy employees, specifically workers. There are three theories: performance lead to satisfaction, satisfaction lead to performance, award is a medium between satisfaction and performance. The first two theories are not supported strongly, but the third is. Awards not only promote the performance but also effect on job satisfaction. Stirs and Porter (1991), states that: "the higher motivation and more positive attitude toward job, the higher performance he will have, vice versa.

Job satisfaction is one criterion for establishing the health of an organization; rendering effective services largely depends on the human source and job satisfaction experienced by employees will affect the quality of service they render. The impact of other variables on efficiency, such as infrastructures and internal relationships, should also be recognized. Job satisfaction has been defined as a positive emotional state resulting from the pleasure a worker derives from the job and as the affective and cognitive attitudes held by an employee about various aspects of their work (Spector, 1997). In the labor market there is demand of highly skilled, trained and qualified employees. The output and productivity of an organization is measured in terms the performance of its workforce (Currall et al, 2005). It was found that better performance of the workforce is the result of level of job satisfaction. The high performer demands attractive packages from the

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employers and thus it becomes a predicament for the human resource experts to retain the performer.

2.4 Factors influencing Employee Job Satisfaction

Employees are satisfied when they feel that the rewards they receive from their job correspond to their skills and effort. It is not solely about the amount of money they receive but instead they are satisfied when they feel that they have been fairly treated and when the rewards they receive are equal to the ones that their colleagues who have the same skills and exert the same effort, receive. According to Gerald and Dorothee (2000), there are number of factors that influences job satisfaction factors that affect job characteristics (work overload and time pressure), occupational characteristics (e.g. various types of work), organizational characteristics (role ambiguity and role conflict), background characteristics (age and gender) and personality characteristics.

2.4.1 Financial rewards

Job satisfaction is an outcome of different factors like pay, promotion, the work itself, supervision relationship with co-workers and opportunities for promotions Opkara,(2002). Out of these factors, pay is a very important factor. Frye (2004) found that there is positive relationship between equity based compensation and performance. It was further concluded that compensation plays vital role in human capital intensive firms to attract and retain expert workforce. Furthermore, the compensation has significant impact on the level of job satisfaction of employee. Pay refers to the amount of financial compensation that an individual receives as well as the extent to which such compensation is perceived to be equitable. Remuneration and earnings are a cognitively complex and multi dimensional factor in job satisfaction. According to

Luthans(1998), salaries not only assist people to attain their basic needs, but are also instrumental in satisfying the higher level needs of people. For most people, the most important reward for work is the pay they receive. An organization pay is considered important because if managed effectively, money can improve motivation and performance.

While pay and benefits alone are not sufficient conditions for high satisfaction, it is an indispensable measurement in job satisfaction evaluation. Noe (2007) argue that for most people work is the primary source of income and financial security and an important indicator of status within the organization as well as in society. Naturally, employees want pay and benefits reward system that they perceive as just, unambiguous, fair and in line with their expectations Robbins,(1988). Further, Okumbe (2001) assert that in determining compensation levels organizations must be conscious of the prevailing market rates to ensure fairness and equity in compensation. He asserts that organizational indifference on going rate or going range will affect negatively on efforts put towards attracting and retaining the required staff. When people are paid well they are able to meet their daily needs, concentrate at their places of work and accomplish their tasks Ravinder,(1977). In their study of public sector managers, Thorpe and Homan (2000) found that pay levels affect job satisfaction, reporting that those public employees that compared their salaries with those of private sector employees experienced lower levels of job satisfaction.

Spector (1997) asserts that money remains the most significant motivational strategy. As far back as 1911, Frederick Taylor and his scientific management associate described money as the most important factor in motivating the industrial workers to achieve greater productivity. Taylor advocated the establishment of incentive wage systems as a means of stimulating workers to higher performance, commitment, and eventually satisfaction. Money possesses significant

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motivating power in as much as it symbolizes intangible goals like security, power, prestige, and a feeling of accomplishment and success. Preffer (2005) demonstrates the motivational power of money through the process of job choice. He explains that money has the power to attract, retain, and motivate individuals towards higher performance. Saks (1996) states that many managers use money to reward or punish workers. This is done through the process of rewarding employees for higher productivity by instilling fear of loss of job (premature retirement due to poor performance). The desire to be promoted and earn enhanced pay may also motivate employees.

According to Gagne and Deci (2005), the view that pay increases motivation comes from cognitive evaluation theory, which argues that incentive pay has a negative effect on intrinsic motivation – a "crowding-out" effect. Pay fairness is an important issue in the design of reward systems. Employees often make equity judgments based on comparisons with others who may be co-workers, or based on other similarities, such as organizational status (Greenberg et al, 2007). They further found out that financial rewards have a significant impact on job satisfaction. Such findings are largely consistent with the idea that most employees are socialized in a society where money, benefits, and security are generally sought after and are often used to gauge the importance or the worth of a person. Thus, the greater the financial reward, the less worry employees have concerning their financial state, thereby enhancing their impression of their self-worth to the organization.

2.4.2 Development Opportunities

Employee training provides opportunities to employees to widen their knowledge and abilities for more efficient teamwork and achieve individual development Jun, (2006). When workers

receive self-development training, the level of their job satisfaction is higher than those without such training Saks. (1996). According to Luthan(1998) career development is an organized approach used to achieve employee goals with the business needs of the agency workforce development initiatives. According to the author, the purpose of career development is to; enhance each employee's current job performance, enable individuals to take advantage of future job opportunities and fulfill agencies goals for a dynamic and effective workforce.

According to Gagne and Deci(2005), the benefits of employee development to an organizational include: increasing the employees morale since training will improve the employees' confidence and motivation; lowering cost of production through better and economical use of material and equipment thereby reducing and avoiding waste. In addition, he observed that training of employees leads to a low turnover that comes as result of improved security in the workplace. Training helps improve change management by increasing the understanding and involvement of employees in change management process. Employee development is therefore a key element for improved organizational performance; it increases the level of individual and organizational competences. It helps to reconcile the gap between what should happen and what is happening – between desired targets or standards and actual levels of work performance. Although many employers continue to have reservations about the cost and extent of tangible business returns from training, the development of skills has been identified as a key factor in sharpening competitiveness. Eisenhardt(1988) puts it this way "The economic and technological trends, the pace of innovation, change and development are growing faster year-by-year and as a result, provide clear signals that training and development are so relevant that both organizations and individual stakeholders must give a serious attention to"

The purpose of training is mainly to improve knowledge and skills, and to change attitudes or behavior. It is one of the most important potential motivators which can lead to many possible benefits for both individuals and the organization. Changing technology requires that employees possess the knowledge, skills and abilities needed to cope with new processes and production techniques. According to Gagne and Deci (2005) training can achieve: High morale as the employees who receive training have increased confidence and motivation; lower cost of production as the training eliminates risks because trained personnel are able to make better and economic use of material and equipment thereby reducing and avoiding waste; lower turnover through a sense of security at the workplace which reduces labor turnover and absenteeism is avoided; change management as training helps to manage change by increasing the understanding and involvement of employees in the change process and also provides the skills and abilities needed to adjust to new situations; provide recognition, enhanced responsibility and the possibility of increased pay and promotion; give a feeling of personal satisfaction and achievement, and broaden opportunities for career progression and help to improve the availability and quality of staff.

2.4.3 Working conditions

Working conditions affect the employee's satisfaction with the job in that if people work in a clean, friendly environment they will find it easier to come to work. If the opposite should happen, they will find it difficult to accomplish tasks. .Robbins, Odendaal and Roodt(2003) refer to the work itself as "the extent to which the job provides the individual with stimulating tasks, opportunities for learning and personal growth, and the chance to be responsible and accountable for results". Jobs matched with the competencies and that are mentally stimulating are liked by the employees. James (1991) maintains that working conditions are only likely to have a

significant impact on job satisfaction when the working conditions are either extremely good or extremely poor. Moreover, employee complaints regarding working conditions are frequently related to manifestations of underlying problems James, (1991).

Working condition has a significant effect on employee satisfaction while at the same time being influenced by the quality of the physical environment in which they fulfill in their work. Whether work is physical or cognitive, it is performed in an environment that includes both physical and social aspects. Working conditions include satisfactory work space, appropriate lighting, noise, thermal environment, usability-related issues and office equipment Fernandez-Alles,(2006). Ergonomic design of office workplaces increases the organization performance. Management should create a new concept for work environments to improve worker effectiveness. In addition to that, management of the organization should provide ergonomically designed workspaces that enhance employees' health and well-being, and supports employees' job tasks by being adaptable to the changing work process through flexible, moveable and adjustable workspaces.

2.4.4 Empowerment and Participation

Participation consists of involvement of employees in management and decision making related to strategies, goals and policies of the firms. Employees' understanding of the goals, values and politics of their companies are positively and significantly related to job satisfaction and therefore managers should consider employees in decision-making processes. Kuo,et al., (2010) argued the employee commitment and loyalty toward organization are significantly affected due to job characteristics like work redesign and employee self-governed. Hackman and Oldman (2005) suggested that employee participation in organization events may improve job-satisfaction level. Empowerment on the other hand involves creating values for employees to do

their job independently without constant intervention of management (Ampofo-Boateng, et al., 2007). Empowerment relates to one's belief in his/her ability to employ choice. The aim of the employee empowerment is to develop individual and organizational performance and to help employees achieve their goals by authorizing employees to participate in the decision-making process. Employees think about their own jobs, and find and solve problems related to their job.

Empowerment is an effective strategy for promoting expertise as it creates an effective and safe environment within which individuals can acquire skills. Importantly, empowerment provides an opportunity for employees to apply new skills, which is likely to reinforce the values of personal development. It can be regarded as an effective means of improving skills and can be regarded as an effective strategy for managing knowledge through the provision of information systems and support from technical experts represents a systematic practice for disseminating knowledge through an organization and enhancement of decision-making responsibility has the potential to tap into employees' existing knowledge and skills, drawing on their personal experiences and ideas to improve the effectiveness of work systems. According to Greenberg (2007) clear policies and procedures play an important role in helping employees to understand organizational goals; in contrast ambiguity can be a great source of dissatisfaction and frustration.

In both public and private sector, to generate customer satisfaction, a high level of empowerment and participation that must be initiated by the top management Snipes, Oswald, La Tourcand Armenakis(2005). Empowering employees involves moving decision making to the lowest level possible in the organization. Employee involvement covers information sharing and employee relationships. Quality improvement plans proposed by several gurus emphasize primarily the involvement of empowered employees. Most employee involvement systems without

empowerment fail regardless of whether the organization uses suggestion systems, brainstorming sessions and regular meetings or not. Without clear support and contribution of the employees, a successful management implementation may not be accomplished. Organizational leaders in the organizations should give importance changing organizational culture from traditional structure to participative management and empowerment. When public organizations apply leadership development and other training programs for managers, they should include participative decision-making and employee-empowerment techniques as a key constituent of these programs.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

The chapter describes the proposed research design, the target population, sampling design, data collection instruments and procedures, and the techniques for data analysis.

3.2 Research Design

The research design to be adopted will be a descriptive survey method. According to Cooper and Schindler (2000) a descriptive research design is concerned with finding out the; who, what, where, when and how much. This method will provide quantitative data from a cross section of chosen population. Furthermore, a descriptive research design is structured, has investigative questions and part of formal studies. The design is deemed appropriate because the main interest is to explore the viable relationship and describe how the factors will support matters under investigation. Descriptive design method will provide quantitative data from cross section of the chosen population.

3.3 Population of the Study

The study will consist of all the TSC Secretariat staff who are based at the headquarters in Nairobi. The population of interest will be broken down as follows

Table 3.0: Population size

Category	Job Group	Number of staff
Senior Managers	P and Above	306
Middle Level Managers	L - N	493
Lower Level Employees	K and below	2064
TOTAL		2863

Source: Human Resource Records Compliment (2011)

3.4 Sample Design

The researcher will use stratified sampling because of ease of classifying the population into strata's (senior managers, middle level managers and lower level employees). Respondents will be selected randomly based on their current employment category. This approach will be appropriate since it will ensure a representative sample. The sample size will be based on the theory of "Theoretical Saturation" (Strauss and Corbin, 1998). This means that the quality of the data is more important than the number of those who will be questioned. Usually, saturation occurs somewhere between 10 and 30 interviews. The sample size is appropriate for the study as it ensures that all the cadres in the organization are represented thus reducing sampling bias and achieving a high level of representation.

Table 3.2: Sample size

Category	Population Frequency	Sample
Senior managers	P and Above	31
Middle level managers	L-N	49
Lower level employees	K and below	206
TOTAL		286

3.5 Data Collection

The study will use primary data which will be collected through self-administered questionnaires. The questionnaire will consist of three sections, namely; section one which will deal with personal information, section two which is designed to measure the employee job satisfaction and section three will deal with employee perception and finally employee performance. The research will use drop and pick method since the area of collecting data is centralized

3.6 Data Analysis

The data collected will be analyzed using descriptive statistics (measures of central tendency and measures of variations). Once the data is collected, the questionnaires will be edited for accuracy, consistency and completeness. Data will be analyzed using SPSS based on the questionnaires. In particular, the descriptive analysis will employ tables, pie charts, percentages, mean, standard deviations and inferential statisticsto summarize the respondent answers. A Personian correlation will also be determined between the variables to determine their correlation.

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CHAPTER FOUR: DATA ANALYSIS, RESULTS AND DISCUSSION

4.1 Introduction

The research objective was to establish the perceived relationship between job satisfactions on employee performance among staff at Teachers Service Commission Secretariat. This chapter presents the analysis, findings and discussion. The findings are presented in percentages and frequency distributions, mean and standard deviations. A total of 156 questionnaires were issued out. The completed questionnaires were edited for completeness and consistency. Of the 156 questionnaires issued out, only 127 were returned. This represented a response rate of 81%.

4.2 Demographic and Respondents profile

The demographic information considered in this study for the staff of Teachers Service Commission Secretariat was, respondents gender, age bracket, highest level of education and the length of continuous service with the organization.

4.2.1 Gender Composition

The respondents were to indicate their gender and of the 58 respondents, 56.9 percent were male while 43.1% were female. This therefore means that majority of the respondents were male but the difference is not significant.

Figure 4.1: Gender Composition
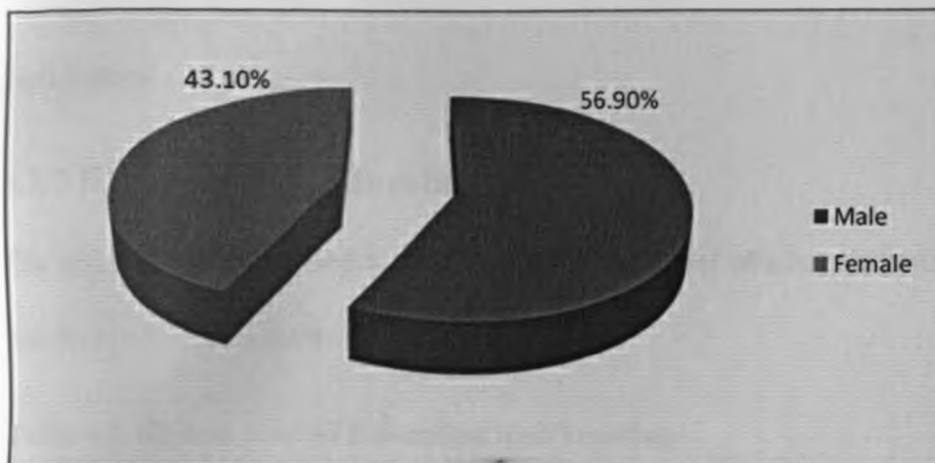
4.2.2 Respondents age bracket

The respondents were asked to indicate their age brackets and the results are as shown in Table 4.1.

Table 4.1: Respondents age bracket

Respondents age bracket	Frequency	Percent	Cumulative percent
Under 30	10	27.0	27.0
31 - 40	15	40.5	67.6
41 - 50	12	32.4	100.0
Total	37	100.0	

The findings on the respondents' age bracket in Table 4.1, was that 40.5% of the respondents were 31 to 40 years old, 32.4% of the respondents were 41 to 50 years old while 27% indicated

that they were less than 30 years old. The results indicates that majority of the respondents were above 30 years and thus understands the relationship between job satisfaction on employee performance.

4.2.3 Highest level of education

The respondents were asked to indicate the highest level of education which they have attained and the results are as presented in table 4.2.

Table 4.2: Highest level of Education and Training

	Frequency	Percent	Cumulative percent
Post graduate level	21	16.5	16.5
University	69	54.3	70.8
Tertiary College	23	18.1	88.9
Secondary	14	11.1	100.0
Total	**127**	**100.0**	

The findings on the respondents highest level of education was that 54.3% of the respondents had attained university level, 18.1% of the respondents had tertiary education while 16.5% of the respondents were post graduate level holders while 11.1% of the respondents indicated that they had attained secondary level of education. The results indicate that majority of the respondents were university graduates with specific training or skills.

4.2.4 Length of continuous service

The respondents were to indicate the duration of time that they have been working in the organization.

Table 4.3: Length of continuous service

	Frequency	Percent	Cumulative percent
Less than 5 years	12	9.6	9.6
5-10 years	41	32.5	42.1
Over 10 years	74	57.9	100.0
Total	**127**	**100.0**	

The findings above on table 4.3 indicates that 57.9% of the respondents had worked in the organization for more than 10 years, 32.5% indicated that they have worked in the organization for 5-10 years while 9.6% said they have worked in the organization for less than 5 years. The findings indicate that majority of the respondents have worked for more than five years in the organization and thus they understand the organization well in regard to employee job satisfaction.

4.3 Job Satisfaction

Job satisfaction is a pre-requisite for employee performance in any organization. It is important for both the employee and the employer. For the employee, job satisfaction gives them a sense of security and fulfillment. In return, it leads to employee commitment, decreased absenteeism and reduced employee turnover.

4.3.1 Employee satisfaction

The respondents were asked to indicate whether Teachers Service Commission has done enough to ensure that its employees are satisfied. The results are presented in Figure 4.2.

Figure 4.2: Employee satisfaction
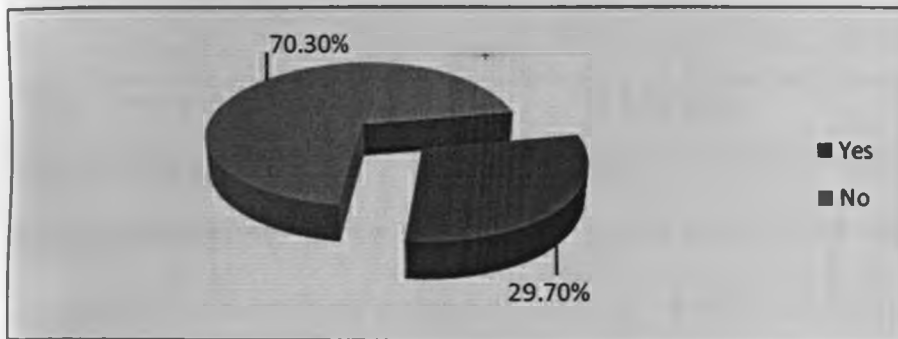
The results in Figure 4.2 indicate that 70.3% of the respondents were of the view that the commission has not done enough to ensure that the employees are satisfied while 29.7% of the respondents said the commission has done enough. The results indicate that the commission has not done enough to satisfy its employees.

The respondents were asked to indicate whether the employees have been given broader responsibilities and the findings were that 63.8% of the respondents said that the employees have not been given broader responsibilities, encouraged to contribute and helped to achieve satisfaction in their work while 36.2% of the respondents said they were not helped to achieve satisfaction. The results indicate that the commission has not helped its employees to achieve satisfaction.

4.3.2 Higher employee commitment and loyalty

The respondents were asked to indicate whether employee job satisfaction was necessary to provide higher employee commitment and loyalty in the commission. The results are presented in Table 4.4.

Table 4.4: Higher employee commitment and loyalty

Higher employee commitment	Frequency	Percent
Strongly disagree	14	11.0
Disagree	5	3.9
Agree	37	29.1
Strongly agree	71	55.9
Total	127	100.0

The findings in Table 4.4 indicate that 55.9% of the respondents strongly agreed that job satisfaction was necessary to provide higher employee commitment and loyalty, 29.1% of the respondents agreed while 11% of the respondents disagreed that it was necessary and the other 3.9% of the respondents disagreed. The results indicate that job satisfaction was necessary and therefore the commission has to ensure that the employees are satisfied in order for them to be loyal and committed.

4.3.3 Employee rewards

The respondents were requested to indicate whether the commission rewards its employees or department as a means of supporting a particular performance level. The results are presented in Figure 4.3.

Figure 4.3: Employee rewards
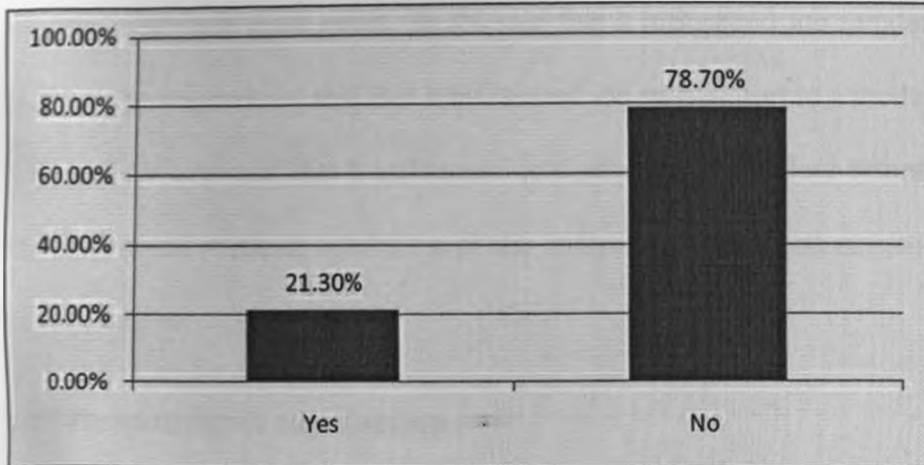
Figure 4.3 show that 78.7% of the respondents said that the commission does not reward its employees or department as a means of supporting particular performance level while 21.3% of the respondents said the commission rewards. The results indicate that the commission does not reward its employees and thus they are demotivated.

4.3.4 Influence of physical working conditions

The respondents were asked to indicate the influence of physical working conditions on job satisfaction. The results are presented in Table 4.5.

Table 4.5: Influence of physical working conditions

Higher employee commitment	Frequency	Percent
Low extent	8	7.3
Moderate	32	25.2
Great extent	51	40.2
Very great extent	36	28.3
Total	127	100.0

Table 4.5 indicate that 40.2% of the respondents said that physical working conditions influence job satisfaction to a great extent, 28.3% said that it influenced job satisfaction to a great extent, 25.2% of the respondents said that it influenced job satisfaction to a moderate extent while 7.3% of the respondents said that it influenced job satisfaction to a low extent. The results indicates that the physical working conditions of the companies influenced employees job satisfaction in the commission.

4.3.5 Respondents satisfaction

The respondents were requested to indicate the extent to which the respondents were satisfied in the commission in a five point Likert scale. The range was 'very low extent (1)' to 'very great extent' (5). The scores of very low extent and low extent have been taken to represent a variable which had a mean score of 0 to 2.5 on the continuous Likert scale; ($0 \leq$ S.E <2.4). The scores of 'moderate extent' have been taken to represent a variable with a mean score of 2.5 to 3.4 on the continuous Likert scale: ($2.5 \leq$ M.E. <3.4) and the score of both great extent and very great extent have been taken to represent a variable which had a mean score of 3.5 to 5.0 on a continuous likert scale; ($3.5 \leq$ L.E. <5.0). A standard deviation of >0.9 implies a significant difference on the impact of the variable among respondents. The results are shown in Table 4.6.

Table 4.6: Respondents satisfaction

Respondents satisfaction	Mean	Std. Deviation
Satisfaction with the supervisor	3.4512	.9059
Characteristics of job	3.2835	.8810
Financial rewards	2.4724	.9826
Advancement opportunities	2.8898	1.0999
Working colleagues	3.2441	.6982
Working conditions	2.5669	.8026
Empowerment	2.5906	1.0339
Participation in decision making	2.5039	1.0455
Teamwork and training and development	2.9291	1.1559

The finding in Table 4.6 indicates that the respondents were satisfied to a moderate extent with the supervisor (mean 3.4512), working colleagues (mean 3.2441), characteristics (mean 3.2835), teamwork and training and development (mean 2.9291), advancement of opportunities (mean 2.8898), empowerment (mean 2.5906), working conditions (2.5669), participation in decision making (mean 2.5039) and financial rewards (mean 2.4724). The high standard deviation variations indicate that the respondents' extent of satisfaction varied.

4.4 Organizational Performance

Today's business climate of continuous changes and uncertainty results in importance of job satisfaction to employee's performance needs to be seen from a new perspective. Organizations need to respond creatively to market forces, and so organizational knowledge, and its effective incorporation into the organizations practice, has become a critical issue for business activity.

4.4.1 Job satisfaction effect on productivity

The respondents were asked to indicate whether job satisfaction lead to higher productivity, organizational responsibility, physical and mental health of the employees' thus improved employee performance. The results are presented in Figure 4.4.

Figure 4.4: Job satisfaction effect on productivity
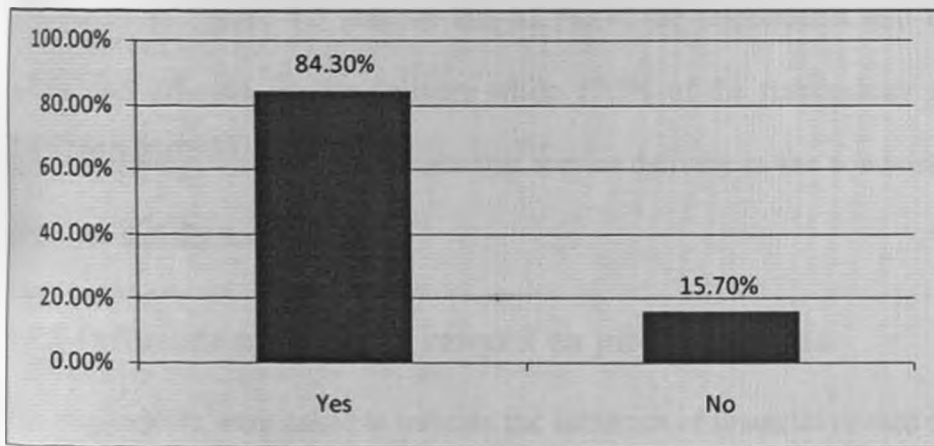
The results in Figure 4.4 indicate that 84.3% of the indicated that the job satisfaction lead to higher productivity, organizational responsibility, physical and mental health of the employees' thus improved employee performance while 15.7% of the respondents indicated that it does not lead to improved higher productivity. The results indicate that job satisfaction affect the employees and their productivity.

4.4.2 Employees service delivery

The respondents were asked to indicate whether employees' service delivery was affected by their level of satisfaction.

Figure 4.5: Employees service delivery
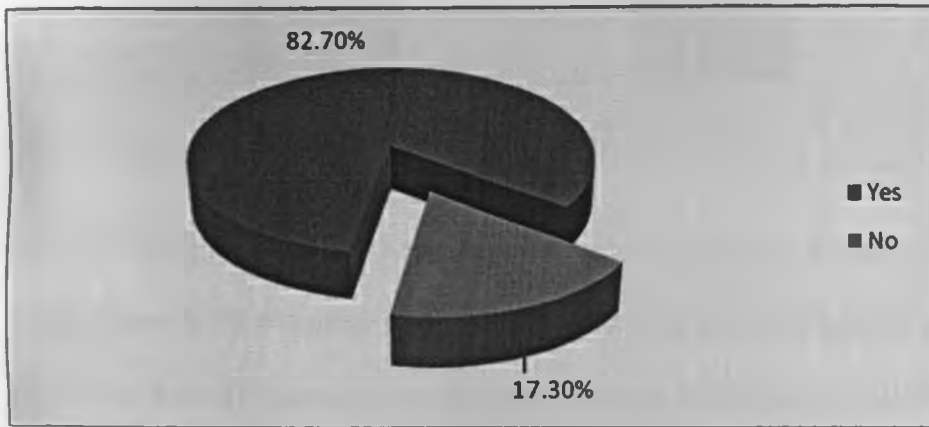
The results in Figure 4.5 indicate that 82.7% of the respondents said that employee level of satisfaction affected service delivery while 17.3% of the respondents said it does not affect service delivery. The results indicate that service delivery in the commission was influenced by employee satisfaction.

4.4.3 Influence of financial reward on job satisfaction

The respondents were asked to indicate the influence of financial reward on job satisfaction. The results are presented in Figure 4.6.

Figure 4.6: Influence of financial reward on job satisfaction
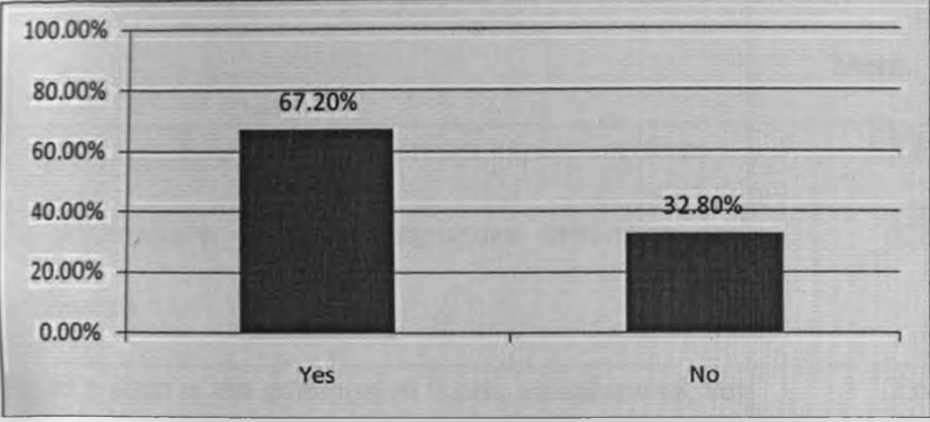
Figure 4.6 indicate that 67.2% of the respondents said that financial reward influence job satisfaction while 32.8% of the respondents said it does not influence job satisfaction. The results indicate that financial reward alone does not influence employee job satisfaction.

4.4.4 Effect of financial rewards on employees job satisfaction

The respondents were asked to indicate the effect of financial rewards on employee job satisfaction in the commission. The results are presented in Table 4.7.

Table 4.7: Effect of financial rewards on employees' job satisfaction

Effect of financial rewards on employees job satisfaction	Mean	Std. Deviation
Compensation rewards attract and retain expert workforce	3.6299	1.3847
The remuneration improves employees motivation and performance	3.7559	1.2517
Reward system in the commission is just, unambiguous, fair and in line with their expectations	2.6457	1.1305
Compensation levels in the commission is fair and equitable as it has considered prevailing market rates	2.7795	1.1472
Commission management promote effective teamwork which motivates employees and improve employee performance and self-efficacy	2.8976	1.1257

The findings in Table 4.7 indicate that the financial rewards improve employees' motivation and performance (mean 3.7559) and attract and retain expert workforce (mean 3.6299). They moderately agreed that commission management promote effective teamwork which motivates employees and improve employee performance and self-efficacy (mean 2.8976), compensation levels in the commission is fair and equitable as it has considered prevailing market rates (mean 2.7795) and reward system in the commission is just, unambiguous, fair and in line with their expectations (mean 2.6457). The high variations of standard deviation indicate that the respondents view on the effect of financial rewards on employees' job satisfaction varied to a large extent.

4.4.5 Employees development opportunities

The respondents were asked to indicate the extent to which development opportunities affect employee performance. The results are presented in Table 4.8.

Table 4.8: Employees development opportunities

Employees development opportunities	Mean	Std. Deviation
Helps to reconcile the gap between what should happen and what is happening	3.2992	.8945
Increases the employees' morale since training will improve the employees' confidence and motivation thus organizational commitment	3.6535	.8290
Results in low turnover that comes as a result of improved security in the workplace	3.1260	.7268
Helps improve change management by increasing the understanding and involvement of employees in change management process	3.71274	.8970
It increases the level of individual and organizational competences	3.9113	.7757
Training and education help the organization to develop a learning environment, which may enhance a better organizational culture	3.7795	.7745

The results in Table 4.8 show that employee development increases the level of individual and organizational competences (mean 3.9113), helps improve change management by increasing the understanding and involvement of employees in change management process (mean 3.71274), training and education help the organization to develop a learning environment, which may enhance a better organizational culture (mean 3.7795) and that it increases the employees' morale since training will improve the employees' confidence and motivation thus organizational commitment (mean 3.6535). The respondents noted that employees development opportunities reconcile the gap between what should happen and what is happening (mean 3.2992) and results in low turnover that comes as a result of improved security in the workplace (mean 3.1260) to a moderate extent. The results indicate that employee development affect the performance of the commission. The low standard deviation variations indicate that the respondents were in agreement on the effect of employee development opportunities on performance.

4.4.6 Effect of working conditions on employee job performance

The respondents were asked to indicate the effect of working condition on employee job performance. The results are presented in Table 4.9.

Table 4.9: Effect of the factors on employee job performance

Effect of working conditions on employee job performance	Mean	Std. Deviation
Skills in planning	3.1339	1.06430
Personal performance	3.4016	.8192
Accepting responsibility for own behaviour	3.4724	.7850
Observance of rules and regulations	3.4173	.8858
Quality of work	3.7008	.8666
Willingness to perform duties	3.6457	.8500
Amount of work performed	3.4173	.9465
Making a high impression	3.2677	.7176
Observance of rest and lunch periods	3.2992	1.0259
Technical competence	3.4480	.7977
Effort applied	3.5440	.9376
Propensity to leave	3.2562	.9085
Ability to organize and schedule workloads	3.5512	.7422
Completion of work on schedule	3.5920	.7415
Overall effectiveness	3.5039	.7440
Adaptability	3.4488	.8233
Dependability	3.2362	.8494
Acceptability of completed work	3.5276	.7541
Attendance promptness	3.5197	.8247

The findings presented in Table 4.9 on the influence of working conditions on employee performance indicate that majority of the respondents performance was in regard with quality of work (mean 3.7008), willingness to perform (mean 3.6457), completion of work on schedule (mean 5.920), ability to organize and schedule workloads (mean 3.5512), effort applied (mean

3.5440), acceptability of completed work (mean 3.5276), attendance promptness (mean 3.5197) and overall effectiveness (mean 5.039). The respondents expressed low level of influence of technical competence, adaptability, accepting responsibility for own behaviour, amount of work performed, observance of rules and regulations, personal performance, observance of rest and lunch periods, making a high impression, propensity to leave, dependability and skills in planning.

4.4.7 Empowerment and Participation

The respondents were asked to indicate the influence of empowerment and participation on employee performance. The results are presented in Table 4.10.

Table 4.10: Empowerment and Participation

Empowerment and Participation	Mean	Std. Deviation
Empowerment provides an opportunity to apply new skills, which is likely to reinforce the values of personal development thus improving employee performance	3.8567	1.11808
Employee job satisfaction in the commission is determined by a combination of jobs, work and personal characteristics and rotating managers to different jobs adds the benefit of task variety, resulting in increased performance of employees	3.5890	.82358
Job designs that provide for high levels of employee control also provide increased opportunities for the development and exercise of skill on employee performance	3.5355	.85770

Helps to develop individual and organizational performance and to help employees achieve their goals by authorizing employees to participate in the decision-making process	3.6252	.89549
Employees in the commission experience emotional exhaustion when they perceive inconsistencies in management expectations and lack of clarity about their job responsibilities	3.4961	1.06811
Well-designed work environment increases communication and collaboration among employees and departments in the commission thus enhancing performance	3.5827	1.03465

The findings presented in Table 4.10 indicate the distribution of responses on empowerment and participation at Teachers Service Commission secretariat. The findings indicate that the employees noted that empowerment provides an opportunity to apply new skills, which is likely to reinforce the values of personal development thus improving employee performance (mean 3.8567), helps to develop individual and organizational performance and to help employees achieve their goals by authorizing employees to participate in the decision-making process (mean 3.6252), employee job satisfaction in the commission is determined by a combination of jobs, work and personal characteristics and rotating managers to different jobs adds the benefit of task variety, resulting in increased performance of employees (mean 3.5890), well-designed work environment increases communication and collaboration among employees and departments in the commission thus enhancing performance (mean 3.5827), job designs that provide for high levels of employee control also provide increased opportunities for the development and exercise

of skill on employee performance (mean 3.5355) and employees in the commission experience emotional exhaustion when they perceive inconsistencies in management expectations and lack of clarity about their job responsibilities (mean 3.4961). The results indicate that empowerment and participation of the employees in day to day operations of the commission influences their performance.

4.4.8 Correlation Statistics

The findings on the correlation between job satisfaction and employee performance indicate that, there is significantly strong positive correlation between employee job satisfaction and employee performance (ρ=0.826). At the same time the results indicates a strong correlation between job satisfaction and employee performance in regard to the financial rewards (ρ =0.761); development opportunities (ρ =0.828); working conditions (ρ =0.769) and empowerment and participation (ρ =0.682). The findings indicate that the level of employee performance in the organization is dependent on the job satisfaction. The results also show that the level of employee satisfaction however is affected by other factors such as financial rewards, development opportunities, working conditions and employee empowerment and participation. All the above independent variables were found to have a positive correlation with level of employee satisfaction and it is therefore important that an organization management considers combining the motivators. The study shows that the strongest factor that influences employee satisfaction is the development opportunities with a correlation factor of 0.828 while the least factor was financial rewards with a correlation of 0.761.

Table 4.11: Correlation coefficient

		Employee performance.	Job Satisfaction	Financial rewards	Development opportunities	Working conditions	Empowerment and participation
Employee Performance	Pearson Correlation	1					
	Sig. (2-tailed)						
	N	127					
Job Satisfaction	Pearson Correlation	.826**	1				
	Sig. (2-tailed)	0					
	N	127	127				
Financial rewards	Pearson Correlation	.761**	.706**	1			
	Sig. (2-tailed)	0	0	0			
	N	127	127	127			
Development opportunities	Pearson Correlation	.828**	.578**	.643**	1		
	Sig. (2-tailed)	0	0	0	0		
	N	127	127	127	127		
Working conditions	Pearson Correlation	.769**	.413**	.532**	.637**	1	
	Sig. (2-tailed)	0	0	0	0	0	
	N	127	127	127	127	127	
Empowerment and participation	Pearson Correlation	.682**	.587**	.346**	.489**	.463	1
	Sig. (2-tailed)	0	.025	.033	0	0	0
	N	127	127	127	127	127	127

**. Correlation is significant at the 0.01 level (2-tailed).

*. Correlation is significant at the 0.05 level (2-tailed).

4.5 Discussion of the Findings

The results on the role of job satisfaction on employee performance at TSC have been expounded in detail in the research findings. The findings came out to the effect that employee job satisfaction is necessary for providing higher employee commitment and loyalty. The study also found out that an employee satisfaction is not only attained through the provision of one variable but rather should be a combination of various variables that include improvement of working conditions, empowerment and participation of staff, reward and recognition, teamwork, training and development. The findings on the need for the organization to institute a combination of various factors is in line by the findings of Ampofo (1997) who further noted that the organizational empowerment should involve creating values for employees to do their job independently without constant intervention of management.

The study also found out that the level of employee job satisfaction can be determined and measured by the extent to which employees are willing to work without supervision, by the level of quality of work, completion of work on schedule, ability to organize and schedule workloads, effort applied, acceptability of completed work, attendance promptness and overall effectiveness. This means that a higher level of employee job satisfaction can lead to improved performance from the employee. The results show that job satisfaction lead to higher productivity, organizational responsibility, physical and mental health, so a person will work with better mood and will learn more skills and finally promotion in his performance (Coomber and Barriball, 2007).

CHAPTER FIVE: SUMMARY, CONCLUSION AND

RECOMMENDATIONS

5.1 Introduction

This chapter presents a summary of the key findings of the study as well as the conclusions, recommendation for further research and the limitation of the study.

5.2 Summary of the Findings

The study established that the commission has not done enough to ensure that its employees are satisfied and these emanates from lack of broader responsibilities and encouragement. The study showed that the respondents were not satisfied with their supervisor, working characteristics, teamwork and training and development, advancement of opportunities, empowerment, working conditions, participation in decision making and financial rewards and these affected the performance of the commission in terms of service delivery as job satisfaction leads to higher productivity, organizational responsibility, physical and mental health of the employees'.

The study found out that financial rewards influences employees satisfaction through motivation, performance, attraction and retention of expert workforce. On the other hand, the respondents noted that employee development results in increased level of individual and organizational competences, helps improve change management by increasing the understanding and involvement of employees in change management process, training and education help the organization to develop a learning environment, which may enhance a better organizational culture and that it increases the employees' morale since training will improve the employees' confidence and motivation thus organizational commitment. The employee job satisfaction was

as a result of quality of work, willingness to perform, completion of work on schedule, ability to organize and schedule workloads, effort applied, acceptability of completed work, attendance promptness and overall effectiveness. The correlation analysis established that there was a positive correlation between job satisfaction and employee performance in the commission.

To the contrary, the findings showed that a number of aspects touching on job satisfaction are not accorded adequate attention at the Teachers Service Commission. These include: effective teamwork which motivates employees and improve employee performance and self-efficacy, compensation levels, employees development opportunities, improved security in the workplace, technical competence, adaptability, accepting responsibility for own behaviour, amount of work performed, observance of rules and regulations, personal performance, observance of rest and lunch periods, making a high impression, propensity to leave, dependability and skills in planning.

5.3 Conclusions

The study found out that employee performance at the Teachers Service Commission was influenced by the employee level of satisfaction. Job satisfaction was related to factors of supervisors, working colleagues, characteristics, teamwork and training and development, advancement of opportunities, empowerment), working conditions, participation in decision making and financial rewards. Level of employee performance with job characteristics was found to be largely influenced by the level of job satisfaction. These included financial rewards, development opportunities, working conditions and empowerment and participation. The study showed that financial rewards were not as important as job satisfaction. This provides the basis for further improvement in employees' empowerment and participation so as to enhance their

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levels of job satisfaction. The hypothetical basis of the study was ascertained by confirming that job satisfaction increases employee performance.

5.4 Recommendation

The study found out that the commission has not done enough to ensure that its employees are satisfied and it recommended that the commission should explore for other means which includes being given broader responsibilities and encouraged to contribute so that it can create a higher level of employee commitment and loyalty in the commission

The study found out that financial reward does not result to employee job satisfaction and it is therefore recommended that the commission should ensure that all other factors that affect the employees are addressed so that their level of satisfaction can be increased and these results to improved employee performance.

The study identified a number of aspects relating to participation in decision making that influence employees level of satisfaction. However, some aspects require improvement going by the low mean rating obtained from their scores. These include effective teamwork which motivates employees and improve employee performance and self-efficacy, fair and equitable compensation levels, reward system that is just, unambiguous, fair and in line with their expectations and improved security in the workplace.

5.5 Recommendations for further research

This study targeted employees of the Teachers Service Commission secretariat only. There could be different perceptions about job satisfaction and employee performance among other employees in other decentralized units and other constitutional commissions as well. This is the area which needs to be studied.

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APPENDIX I: QUESTIONNAIRE

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

PART A: Demographic and Respondents Profile

1. Gender: Male   ( )   Female ( )

2. What is your age bracket? (Tick as applicable)

   a) Under 30 years   ( )

   b) 31 – 40 years   ( )

   c) 41 – 50 years   ( )

   d) Over 50 years   ( )

3. What is your highest level of education qualification?

   a) Post graduate level   ( )

   b) University   ( )

   c) Tertiary College   ( )

   d) Secondary   ( )

4. Length of continuous service with the commission?

   a) Less than five years   ( )

   b) 5-10 years   ( )

   c) Over 10 years   ( )

Part B: Job Satisfaction

1. Has TSC done enough to ensure that its employees are satisfied with their job?

     Yes   ( )   No   ( )

2. Does the management of the commission ensure its employees are not controlled by management, placed in narrowly defined jobs and rated as unwelcome necessity, but instead given broader responsibilities, encouraged to contribute and helped to achieve satisfaction in their work?

     Yes   ( )   No   ( )

3. Do you agree that employee job satisfaction is necessary for providing higher employee commitment and loyalty in the commission?

Strongly disagree   ( )

Disagree   ( )

Moderate   ( )

Agree   ( )

Strongly agree   ( )

4. Does the commission reward its employees or department as a means of supporting particular performance level?

    Yes   ( )   No   ( )

5. To what extent does the physical working condition in the commission influence their job satisfaction?

Very low extent   ( )

Low extent   ( )

Moderate   ( )

Great extent   ( )

Very great extent   ( )

6. To what extent are you satisfied with the following in the commission? Use 1-Very low extent, 2- Low extent, 3- Moderate extent, 4- Great extent and 5-Very great extent.

	1	2	3	4	5
Satisfaction with the supervisor					
Characteristics of job					
Financial rewards					
Advancement opportunities,					
Working colleagues					
Working conditions					
empowerment					
Participation in decision making					
Teamwork and training and development					

Part C: Organizational performance

1. Does job satisfaction lead to higher productivity, organizational responsibility, physical and mental health of the employees' thus improved employee performance?

   Yes ( )   No   ( )

2. Has the employees service delivery been affected by their level of satisfaction in the commission?

   Yes ( )   No   ( )

3. Does financial reward influence job satisfaction of the commission employees?

   Yes ( )   No   ( )

4. To what extent do you agree with the following regarding the effect of financial rewards on the commission's employees job satisfaction and overall employee performance. Use 1-strongly disagree, 2 – Disagree, 3 – moderately agree, 4 – Agree, 5 – Strongly agree.

	1	2	3	4	5
Compensation rewards attract and retain expert workforce					
The remuneration improves employees motivation and performance					
Reward system in the commission is just, unambiguous, fair and in line with their expectations					
Compensation levels in the commission is fair and equitable as it has considered prevailing market rates					
Commission management promote effective teamwork which motivates employees and improve employee performance and self-efficacy					

5. Does the commission provide training to all its employees to widen their knowledge and abilities for more efficient teamwork and achieve individual development thus increased job satisfaction?

Yes   ( )   No   ( )

6. Does career development in the commission enhance each employee's current job performance, enable individuals to take advantage of future job opportunities and fulfill agencies' goals for a dynamic and effective workforce?

Yes   ( )   No   ( )

7. In your opinion, to what extent does development opportunities to employees affect the performance of the commission employees? Use1-Very low extent, 2- Low extent, 3-Moderate extent, 4- Great extent and 5-Very great extent.

	1	2	3	4	5
It helps to reconcile the gap between what should happen and what is happening – between desired targets or standards and actual levels of work performance					
Increases the employees' morale since training will improve the employees' confidence and motivation thus organizational commitment					
low turnover that comes as a result of improved security in the workplace					
Training helps improve change management by increasing the understanding and involvement of employees in change management process					
It increases the level of individual and organizational competences					
Training and education may also help the organization to develop a learning environment, which may enhance a better organizational culture.					

8. Does the commission motivate its employees in order to ensure high productivity and effectiveness?

Yes   ( )   No   " ( )

9. Please rate the following factors which are significant to employee job performance in the commission. Use 1-Very low extent, 2- Low extent, 3- Moderate extent, 4- Great extent and 5-Very great extent.

	1	2	3	4	5
Skills in planning					
Personal performance					
Accepting responsibility for own behaviour					
Observance of rules and regulations "					
Quality of work					
Willingness to perform duties					
Amount of work performed					
Making a high impression					
Observance of rest and lunch periods					
Technical competence					
Effort applied					
Propensity to leave					
Ability to organize and schedule workloads					
Completion of work on schedule					
Overall effectiveness					
Adaptability					
Dependability					
Acceptability of completed work					
Attendance promptness					

10. To what extent do the following factors influence the performance of the commission employees? Use 1-Very low extent, 2- Low extent, 3- Moderate extent, 4- Great extent and 5-Very great extent.

	1	2	3	4	5
Empowerment provides an opportunity for employees to apply new skills, which is likely to reinforce the values of personal development thus improving employee performance					
Employee job satisfaction in the commission is determined by a combination of jobs, work and personal characteristics and rotating managers to different jobs adds the benefit of task variety, resulting in increased performance of employees					
Job designs that provide for high levels of employee control also provide increased opportunities for the development and exercise of skill on employee performance					
Employee empowerment in the commission helps to develop individual and organizational performance and to help employees achieve their goals by authorizing employees to participate in the decision-making process					
Employees in the commission experience emotional exhaustion when they perceive inconsistencies in management expectations and lack of clarity about their job responsibilities					
Well-designed work environment increases communication and collaboration among employees and departments in the commission thus enhancing performance					